

WEBVTT

1

00:00:49.830 --> 00:00:56.430

UCR: Good afternoon, everyone I know some of you are joining us virtually so i'm just going to give you about 30 more seconds to connect to audio and then we'll get started.

2

00:01:10.500 --> 00:01:13.110

UCR: All right, everyone will good afternoon.

3

00:01:14.310 --> 00:01:24.870

UCR: Thank you so much for taking the time to join our vision seminar today this is for you see our search for its next associate Vice Chancellor and chief human resources officer.

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00:01:25.650 --> 00:01:36.210

UCR: I am Tony Adams director of human resources and and supporting the chancellor's office with this search i'm joined today by Terry tibbs she is currently the Vice President of human resources and Title nine.

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00:01:36.630 --> 00:01:47.040

UCR: At Presbyterian college in Clinton South Carolina previous to her role at Presbyterian college Terry was the associate Vice Chancellor of human resources at fayetteville State University.

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00:01:47.910 --> 00:01:54.900

UCR: Please be advised that we have provided Terry with a prompt for the vision seminar and she'll spend about 20 minutes discussing the following topics.

7

00:01:55.350 --> 00:01:59.640

UCR: opportunities and challenges facing human resources over the next several years.

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00:02:00.510 --> 00:02:09.450

UCR: The specific opportunities and challenges, she sees that you see are and her vision for human resources at uc are and how she would work to achieve that vision.

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00:02:10.230 --> 00:02:14.250

UCR: So I know some of you are joining us in person, so once we're done.

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00:02:14.700 --> 00:02:25.890

UCR: With the terry's vision seminar will open it up for questions so if you're in person, please feel free to raise your hand and if you're joining us virtually you can use the Q amp a feature, and so, with that I will hand it over to Terry.

11

00:02:27.810 --> 00:02:28.350

UCR: Thank you.

12

00:02:31.200 --> 00:02:43.290

UCR: Good afternoon, everyone i'm sure there are probably other places, you would prefer to be on a Friday afternoon, then here, so I appreciate your attendance and we'll go ahead and get started.

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00:02:47.370 --> 00:02:59.310

UCR: My name is Teresa tubes, but I also go by Terry so either one I will answer to So the first question of the first prop was or his.

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00:03:01.380 --> 00:03:08.250

UCR: opportunity to opportunities and challenges space in human resources over the next several years and.

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00:03:11.760 --> 00:03:16.260

UCR: you're going to see some similarities between this and when I start talking about.

16

00:03:17.280 --> 00:03:25.170

UCR: riverside specifically so one of the challenges I see face in human resources is managing change.

17

00:03:26.340 --> 00:03:34.230

UCR: You know we're living in a time of constant change and just trying to keep up with that change and manage that change.

18

00:03:36.150 --> 00:03:36.960

UCR: is challenging.

19

00:03:38.610 --> 00:03:49.470

UCR: You know, for example, we have remote and hybrid work schedule, I think every group I met with this has come up, and so this is one of the things that we.

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00:03:50.640 --> 00:03:58.410

UCR: need to sort out, not just here but across the country because other institutions are also wrestling with the same.

21

00:04:00.000 --> 00:04:04.440

UCR: issue another opportunity of challenge employee engagement.

22

00:04:05.790 --> 00:04:22.020

UCR: Why our employees, leaving we hear about the great resignation, why are they leaving why our employee staying gotta be a reason you know there's exit interview data that will provide us with information and I know earlier, I was meeting with a group and.

23

00:04:23.280 --> 00:04:31.170

UCR: Gentlemen sheer that yes, they look at that data and so that tells us it gives us some idea of why people may be leaving.

24

00:04:32.100 --> 00:04:47.670

UCR: Many times, if you ask someone why you leave and they'll they'll say oh more money or they'll come up with some excuse, but they never really tell you the whole true so sometimes gathering data like this from a survey accidental view gives us a better insight.

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00:04:49.980 --> 00:04:51.360

UCR: recruitment and retention.

26

00:04:52.800 --> 00:04:57.000

UCR: This is again opportunity and and challenge.

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00:04:59.700 --> 00:05:07.590

UCR: Some of the things that we see has to do with our hiring processes, you know if they're not efficient.

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00:05:08.400 --> 00:05:23.430

UCR: Then that's really going to create a lot of issues for the organization, you have a vacant position that's been vacant and you're trying to bring people in but you can't get through this how remains so that's, a challenge that we have to work through.

29

00:05:24.480 --> 00:05:46.440

UCR: yeah the thing i'm recruiting channels they're all today there are more channels than I can even name of what do we post the position, how do we post a position do we use social media do we use an association, but really just trying to understand the best way to target.

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00:05:47.850 --> 00:05:53.400

UCR: Individuals that we're trying to hire and also with that of course onboarding once.

31

00:05:54.030 --> 00:06:04.140

UCR: Someone is hard what is that onboarding process is it just day one okay welcome sign your forms and have a good day or are we intentional about.

32

00:06:04.950 --> 00:06:17.610

UCR: Creating that experience for new employees look at their life life cycle of an employee, so that it doesn't just stop day one doesn't stop the first month the first two months so there's a constant.

33

00:06:20.790 --> 00:06:29.520

UCR: view of trying to keep individuals engaged, especially newer employees, I was talking with a group, this morning, and there was a lot of.

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00:06:30.420 --> 00:06:43.170

UCR: Long service and so those folks have been in for a while you bring new employees and they may not feel quite connected, so there is a purpose in place for the new employee orientation also.

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00:06:43.920 --> 00:07:00.240

UCR: Under recruitment and retention sort of thinking, out of the box what are some of the things that we can do, maybe that we thought that we haven't thought of I was in the conversation yesterday I love these conversations yesterday in the subject came up well, what about.

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00:07:01.740 --> 00:07:15.420

UCR: When we're recruiting a say an employee or faculty and have we thought about how we could possibly serve their partner with us, employment or other thing so again.

37

00:07:16.320 --> 00:07:23.130

UCR: The answer doesn't have to be no we don't do that we won't do this I don't know let's take a look at it, so there may be other things that you thought about.

38

00:07:24.210 --> 00:07:27.630

UCR: The performance management process, I think.

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00:07:29.100 --> 00:07:34.470

UCR: So opportunity and a challenge and our current process and.

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00:07:35.970 --> 00:07:42.960

UCR: Many other traditional models that are out there today include the annual performance appraisal.

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00:07:43.980 --> 00:07:45.930

UCR: Maybe amelia review.

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00:07:47.100 --> 00:07:59.310

UCR: And that's it, you know, again I talked about change in this in this new environment that we're in individuals want we have multi generations and the workplace.

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00:08:00.450 --> 00:08:17.580

UCR: So we're getting more of a pool of individuals wanting more feedback and one more frequently, and so we need to really think about our performance management process says, to make sure that we are incorporating those types of things in it.

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00:08:19.530 --> 00:08:20.250

UCR: um.

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00:08:21.780 --> 00:08:26.760

UCR: The other thing that I see as a challenge or opportunity has to do with communication.

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00:08:28.650 --> 00:08:32.760

UCR: We have a message that we need to communicate the question is.

47

00:08:34.560 --> 00:08:47.160

UCR: How do we do it, we have I don't know do we just think about it, like today i'm good so send the email out or or we intentional about the message and how we communicate.

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00:08:47.640 --> 00:08:56.670

UCR: It would communicate in a written man manner, we have small groups there are multiple multiple ways we can communicate and having a strategy.

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00:08:57.330 --> 00:09:08.610

UCR: helps us to plan and be proactive if we're committed to communicating a change the policy that should be part of our communication strategy, how do we communicate.

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00:09:10.230 --> 00:09:15.630

UCR: same message, how do we communicate to leadership, how do we communicate to staff, how do we communicate to.

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00:09:17.880 --> 00:09:31.200

UCR: anyone else on campus or any other stakeholders, the one we're intentional, I think it helps us to be a lot more productive also do we need to include frequent answered questions faqs as a part of that.

52

00:09:33.180 --> 00:09:48.810

UCR: Individuals absorb information, a lot of different different ways, so we just need to be mindful of that and the communication strategy I believe needs to pertain to within human resources, as well as external to human resources.

53

00:09:49.980 --> 00:10:00.690

UCR: And with a group of stakeholders that we identify that these are the major stakeholders and we could always add, but we know there are certain groups that we need to make sure we're getting the message.

54

00:10:01.890 --> 00:10:08.250

UCR: The other thing had still the alignment of human resources mission to the institutions go.

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00:10:09.660 --> 00:10:12.600

UCR: I go back to this changing environment that we're in.

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00:10:14.070 --> 00:10:19.320

UCR: times of change in the past, I think HR was viewed as.

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00:10:20.490 --> 00:10:30.930

UCR: The police of policies we go to HR your thoughts, the policy that's also what we can do what we can't do, or you know we'll go to HR and.

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00:10:32.010 --> 00:10:38.460

UCR: they'll tell us about payroll times of change we're in a much complex environment today.

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00:10:39.930 --> 00:10:50.850

UCR: We were dealing with turnover we're dealing with retention we're dealing with cold it we're dealing with a lot of thing and so managers and employees are coming to HR now.

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00:10:51.870 --> 00:10:52.680

UCR: With a different.

61

00:10:54.030 --> 00:11:05.490

UCR: conversation you're looking for help you know we have this issue, can you help us have you thought about this, we want to do this, how can we do this, and so what that means is that.

62

00:11:06.630 --> 00:11:10.800

UCR: we've got to make sure, with an HR that our competencies and skill sets.

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00:11:12.150 --> 00:11:19.650

UCR: or enhance to include that so we talk about HR competencies and this is not just something new, this is something that i've sort of been.

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00:11:21.510 --> 00:11:31.800

UCR: involved in over the years and HR is really identifying what are the competencies, the key competencies, that we need to support communication relationship management.

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00:11:32.520 --> 00:11:44.280

UCR: You know, years ago that wasn't big, but now it's really important um and there's a whole list of them I won't go into them now human resources service model.

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00:11:46.680 --> 00:11:55.470

UCR: We have clients, we have customers sometimes we're each other's customers, so what is that service model, how do we serve service.

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00:11:55.980 --> 00:12:05.280

UCR: Our stakeholders and our clients and so again it's all about being intentional it's not happy it's not like well today i'll do this tomorrow, do something else.

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00:12:05.610 --> 00:12:21.960

UCR: that's been inconsistent, the idea is like, how do we want, how do we want to be viewed, we want to be viewed as a group that's very responsive that we get back, we respond to individuals and inquiries within X number of hours that we want say.

69

00:12:24.120 --> 00:12:41.790

UCR: If we don't know the answer we will get back and let individuals know that will follow up that's been responsive it's almost like treating treating individuals like we want to be treated, I always think about when I think about service um I think about chick fil a.

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00:12:43.320 --> 00:12:48.300

UCR: You know, go to chick fil a I don't care how long that line is when you turn in.

71

00:12:49.650 --> 00:12:52.080

UCR: You know it's not going to take you forever to get through.

72

00:12:53.310 --> 00:12:59.490

UCR: Unlike some other places have gone wait in line, then you get there and they're like what did you order again.

73

00:13:02.130 --> 00:13:06.210

UCR: The focus is on customer service where chick fil a is.

74

00:13:07.380 --> 00:13:08.160

UCR: metrics.

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00:13:09.870 --> 00:13:21.240

UCR: I believe metrics arm will help and alignment of human resources mission and a way that helps us to define what we're trying to do.

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00:13:22.200 --> 00:13:32.910

UCR: And that helps with the accountability if we don't know what we are trying to do, or if we have any sermon how to measure that we won't know whether we were successful or not.

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00:13:33.990 --> 00:13:39.060

UCR: Have you ever just seen people like we've been doing this forever forever well what's the result.

78

00:13:40.170 --> 00:13:54.900

UCR: What have you accomplished oh I don't know this is just what we've always done they've been intentional have the metrics helps us to stay on course and I can't say enough about collaboration and partnerships feed into that.

79

00:13:56.460 --> 00:14:05.310

UCR: We need to work together across the campus up and down the chain of command in order to be successful.

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00:14:13.200 --> 00:14:13.770

UCR: i'm.



81

00:14:16.860 --> 00:14:17.280

Sorry.

82

00:14:19.530 --> 00:14:26.520

UCR: professional development, I spent quite a bit of time this morning learning about how we do professional development here.

83

00:14:27.150 --> 00:14:36.060

UCR: But this is a challenge, enhancing skills for employees and enhancements feels for managers and leaders enhancing skills and competencies for human resources staff.

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00:14:36.810 --> 00:14:45.870

UCR: Now we talked about again to change and we're you know, we have some employees are working hybrid some are working remotely so.

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00:14:47.790 --> 00:15:00.090

UCR: Are the managers comfortable they know how to manage that type of workforce it's more than just okay i'm going to do your appraisal or Okay, you can take a vacation or whatever it's about.

86

00:15:01.230 --> 00:15:05.400

UCR: Setting expectations understanding what some of the.

87

00:15:06.840 --> 00:15:17.430

UCR: Obstacles might be knowing how to coach the coach employees and each other and your peers through these difficult situations.

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00:15:19.650 --> 00:15:27.660

UCR: And when we as a manager supervisor when you don't know then come to HR they have tons of information and be more than happy.

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00:15:37.830 --> 00:15:42.810

UCR: Thank Okay, the other one um I guess I go back.

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00:15:44.070 --> 00:15:53.190

UCR: The next section deals with specific opportunities and challenges I see it, you see, are and what you will see is that many of these are the same as.

91

00:15:53.670 --> 00:16:06.960

UCR: The overall challenges, but I did get a little more specific um I think alignment of HR resources, support and services is an opportunity, I think.

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00:16:08.160 --> 00:16:11.190

UCR: The support is there, I think the.

93

00:16:12.420 --> 00:16:31.380

UCR: expertise is there, but I think the alignment better communication to our stakeholders of what's involved will help and the understanding of how we can move forward the second one is alignment of human resources mission to the institution's goals.

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00:16:33.000 --> 00:16:36.570

UCR: Again, very similar to the first, but this is what you see.

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00:16:37.650 --> 00:16:43.710

UCR: are specific, and then the third one review and improve sorry.

96

00:16:44.760 --> 00:16:45.270

UCR: i'm.

97

00:16:50.160 --> 00:16:55.320

UCR: The The third is the review and improve inefficient outdated processes.

98

00:16:56.580 --> 00:17:09.000

UCR: Now we may say, well, we don't have any outdated processes, we all have outdated processes and it's just which processes, do we feel or that important that we need to address it could be.

99

00:17:10.590 --> 00:17:13.260

UCR: It could be hiring it could be the way that we.

100

00:17:15.330 --> 00:17:27.180

UCR: Post a position, it could be the way that employees can we had a conversation earlier, maybe what's the process for an employee is having an issue with payroll.

101

00:17:28.680 --> 00:17:29.700

UCR: Who do they contact.

102

00:17:31.080 --> 00:17:33.030

UCR: And then what's the process, what can they expect.

103

00:17:34.200 --> 00:17:46.980

UCR: Can they contact one person or one group or are there are several so again really trying to improve our inefficient and outdated processes so that the service that we talked about in the service that we want.

104

00:17:48.240 --> 00:17:49.050

UCR: can be real lot.

105

00:17:54.270 --> 00:17:55.680

UCR: I think when i'm going to do.

106

00:18:00.810 --> 00:18:01.530

See here.

107

00:18:10.500 --> 00:18:11.970

UCR: recruitment and retention.

108

00:18:13.890 --> 00:18:19.560

UCR: Again, very similar to the to the first part, but this one is more.

109

00:18:21.420 --> 00:18:23.370

UCR: deals more with you see our.

110

00:18:24.630 --> 00:18:35.280

UCR: So what are some of the things that we're doing to to help to retain employees recruit employees, one of the questions that I asked throughout my day and a half or two days was.

111

00:18:37.200 --> 00:18:41.610

UCR: Can you provide me with a one minute commercial why someone.

112

00:18:42.750 --> 00:18:45.390

UCR: should think about joining this institution.

113

00:18:47.610 --> 00:18:54.270

UCR: And i'll tell you it was remarkable it was incredible with the responses that I got from individuals.

114

00:18:54.900 --> 00:19:04.230

UCR: Talking about their passion talking about the collaboration talking about the best school in this in the system, talking about comparing this university.

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00:19:04.530 --> 00:19:17.130

UCR: with other universes and talking about the positive things about it, talking about our students talking about our faculty and thinking wow you know what we need to capture this somehow.

116

00:19:18.270 --> 00:19:20.160

UCR: and create some type of.

117

00:19:23.250 --> 00:19:31.230

UCR: I don't know video for recruiting because it was coming from the heart, and so I mentioned that because, again.

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00:19:31.740 --> 00:19:44.040

UCR: I want to see from someone on the outside, who was thinking about was thinking about becoming a part of you, you all, why should I do this i've tried to express to all of you why you should.

119

00:19:45.090 --> 00:19:50.310

UCR: hire me, but I wanted to see what responses, I would get so again.

120

00:19:51.600 --> 00:19:52.980

UCR: We have we have.

121

00:19:54.300 --> 00:19:56.730

UCR: We had the creativity and the innovation.

122

00:19:58.440 --> 00:20:08.460

UCR: To to get the job done and that came through loud and clear um we have opportunities to work on the remote and hybrid work schedule.

123

00:20:09.060 --> 00:20:20.250

UCR: I don't know what the answer is, I don't think there is an answer that will make everybody happy that's going to be honest, but we have to work collaboratively.

124

00:20:21.090 --> 00:20:31.920

UCR: To try to figure out what's best for employees and what's best for the College and that can't be done by one person or two people that will require.

125

00:20:32.940 --> 00:20:34.410

UCR: collaboration with a larger group.

126

00:20:36.360 --> 00:20:42.390

UCR: professional development, we have some excellent programs some projects that are underway.

127

00:20:45.480 --> 00:21:00.390

UCR: What we need to do is think about how do we close the gap, there are some gaps out there that we know so as we try to figure out how to close the gap and some of our professional development needs, I think, will be a much stronger organization.

128

00:21:01.650 --> 00:21:08.940

UCR: And the last one under this section is alignment of the human resources mission to the institution's goal.

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00:21:10.290 --> 00:21:11.730

UCR: So if we're all.

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00:21:12.750 --> 00:21:30.480

UCR: Working on our own goals and the institution and the other user business groups or over here we're not align it would be frustration our business groups will be frustrated with us will be frustrated.

131

00:21:31.680 --> 00:21:34.350

UCR: There will be you know we won't see the.

132

00:21:36.930 --> 00:21:50.970

UCR: The success that we're all hoping for with unless we start to come together and talk more so that would be probably I think that may be the last, and there are others, but these are ones that really.

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00:21:52.200 --> 00:21:53.700

UCR: Really spoke to me.

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00:21:55.230 --> 00:21:56.220

UCR: So.

135

00:21:57.540 --> 00:21:59.850

UCR: What is my vision for human resources.

136

00:22:01.170 --> 00:22:03.750

UCR: If I was to become the chief human resources officer.

137

00:22:04.770 --> 00:22:07.950

UCR: No one human resources would be.

138

00:22:09.030 --> 00:22:22.440

UCR: A service oriented team providing expert expertise support in fostering a respectful environment that inspires excellent and innovation within this Community.

139

00:22:25.110 --> 00:22:32.430

UCR: The second thing is to support the development of human resources and work culture here at the institution.

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00:22:33.450 --> 00:22:42.030

UCR: I believe a diverse respect diverse respectful environment allows our human potential to flourish and grow, it has to be respect.

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00:22:42.930 --> 00:22:55.560

UCR: And I know there's different projects and different groups that are also working around the diversity and inclusion, but it's all of ours, we all play a role in that, and then the third.

142

00:22:56.580 --> 00:23:05.430

UCR: We have a commitment to advance the support of students assess to their attraction retention engagement and development of a diverse workforce.

143

00:23:06.000 --> 00:23:22.140

UCR: Last night or yesterday I was meeting with the group, and one of the things, one of the questions I thought was interesting was so a group, like HR you don't really come in contact a lot with students So how do you.

144

00:23:25.290 --> 00:23:34.590

UCR: How do you decide or figure out how to contribute to the success of students and my response is very simply.

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00:23:35.700 --> 00:23:42.000

UCR: We all we may not we may not interact with students on a daily basis, like some of you.

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00:23:44.100 --> 00:23:55.050

UCR: But we interact with a lot of other folks on campus staff faculty from all walks of the campus and many of these folks that we interact with.

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00:23:55.560 --> 00:24:02.310

UCR: Have a lot more direct interaction with the students than we do so if we can make sure that.

148

00:24:02.850 --> 00:24:09.690

UCR: Whether your staff or faculty or someone else's dealing with students, working with students if we're interacting with you.

149

00:24:10.530 --> 00:24:27.270

UCR: And we can help you to have a positive experience and your human resources meetings or interactions with us My hope is that that will also help you to have positive interactions with the students, that you can make contact with.

150

00:24:28.320 --> 00:24:41.580

UCR: On the other side of that if you're having maybe negative experience and dealing with us and you leave and now you have to work with a student that's going to carry over.

151

00:24:42.210 --> 00:24:57.540

UCR: And so, the more we can do to help each and every individual on this campus to be successful and to help them to achieve their goals, I think, has an impact let's do this.

152

00:24:59.430 --> 00:25:02.190

UCR: And the last part of this.

153

00:25:06.810 --> 00:25:10.590

UCR: How would I work toward achieving this vision.

154

00:25:12.480 --> 00:25:13.350

UCR: I would honor.

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00:25:15.960 --> 00:25:24.930

UCR: The institutions pass some of the things that many of you've already done, I would honor that because someone reminded me early today that.

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00:25:25.380 --> 00:25:33.990

UCR: Our university doesn't have a long history, but there are things that had have happened there things that you've developed there things that you've worked on.

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00:25:34.380 --> 00:25:47.970

UCR: And we honor that but then, at the same time, to seek ways to support the success moving forward being open with us innovation coming in with fresh eyes, not to criticize, but to just.

158

00:25:49.110 --> 00:25:56.160

UCR: ask questions to see things through a fresh vision, but why don't we do this and we thought about that.

159

00:25:57.120 --> 00:26:02.460

UCR: The other thing is to be intentional and seeking feedback and input from various stakeholders.

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00:26:03.270 --> 00:26:10.320

UCR: Not just waiting for the stakeholders to come to us but to be out there really trying to understand what's on.

161

00:26:10.800 --> 00:26:28.380

UCR: Individuals minds what they were thinking about what they want um I would come in and have one on ones, starting with the leadership and your leadership and cascading down to as many people as I possibly could over a period of time to just hear what what individuals have to say.

162

00:26:29.700 --> 00:26:38.490

UCR: Then partner with individuals internal and external to human resources and the rebranding of human resources at this university.

163

00:26:39.210 --> 00:26:52.560

UCR: I think, once we do all of the things that I talked about, I think it will be time to actually do a rebranding and we get to determine what that looks like from HR perspective.

164

00:26:55.560 --> 00:27:10.680

UCR: And a real big on communication so developing and executing a human resources communication plan would be a way to help us to meet some of the things I talked about, and lastly, but not least, collaboration collaboration collaboration.

165

00:27:18.000 --> 00:27:20.250

UCR: And that's it, thank you for this opportunity.



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00:27:21.600 --> 00:27:24.540

UCR: Thank you, Terry so much for that presentation.

167

00:27:26.040 --> 00:27:30.510

UCR: Alright, so just as a reminder we're going to open up the session for any questions that you all may have.

168

00:27:31.080 --> 00:27:40.740

UCR: If you are joining us via the webinar please feel free to submit those via the Q amp a feature, and if you are in person, you can just raise your hand and I will get to you with the microphone.

169

00:28:01.860 --> 00:28:12.360

UCR: hi Theresa welcome to you cr my name is bill I work in the chief compliance officer, which includes title nine and other Eo whistleblower audit, etc.

170

00:28:13.170 --> 00:28:26.340

UCR: So my question, I saw that you have significant title nine background in your experience set and I wondered without delving into to confidential details, if you could.

171

00:28:28.050 --> 00:28:36.900

UCR: share with us, what is the most difficult title nine case that you personally worked on where you are proud of the outcome.

172

00:28:38.070 --> 00:28:46.560

UCR: Well, it just so happened it happened at Presbyterian since i've been here um it was a situation where i'm.

173

00:28:49.800 --> 00:28:57.240

UCR: At I can talk about because it's all been published, is in the news and everything by one going to a lot of details, but our.

174

00:28:59.190 --> 00:29:00.240

UCR: One of our.

175

00:29:01.590 --> 00:29:02.370

UCR: Across team.

176

00:29:03.510 --> 00:29:07.530

UCR: was playing another team from.

177

00:29:08.910 --> 00:29:11.400

UCR: Pretty major hbc you.

178

00:29:12.600 --> 00:29:16.200

UCR: In the DC area and when these students arrive.

179

00:29:18.000 --> 00:29:28.860

UCR: and got off the bus walking down the field these there were some students male students on the Hill and they made racial, sexual comments.

180

00:29:29.880 --> 00:29:39.840

UCR: To these students Okay, and so again not really sure not knowing what what exactly was going on and we started getting emails and phone calls.

181

00:29:40.950 --> 00:29:47.520

UCR: In the newspapers and the Washington Post New York post but long story short, we had 11 responded.

182

00:29:49.500 --> 00:29:57.210

UCR: Out of this and I, as a title nine coordinator, I actually found a formal complaint on behalf of the school.

183

00:29:58.380 --> 00:29:59.280

UCR: As it turned out.

184

00:30:01.380 --> 00:30:02.070

UCR: We ended up.

185

00:30:03.510 --> 00:30:13.020

UCR: About three months at 90 days less than 90 days we went through the investigation brought outside investigator in arm.

186

00:30:14.070 --> 00:30:27.450

UCR: went through the whole process employees know that students notice, they all ended up as we say lawyered up, they all had attorneys so I had to work with with the attorneys their parents with them and the investigator.

187

00:30:28.770 --> 00:30:40.800

UCR: At the end of the day, we were able to manage the communication because something like this, you have to really manage it, because

otherwise, if you get information out, it could really be corrupt investigation what you're doing so.

188

00:30:41.580 --> 00:30:54.000

UCR: The end result was we were able to bring closure six of the employee students were removed from campus one received the one year suspension and then the other ones, had a less.

189

00:30:55.440 --> 00:30:56.040

UCR: Number of.

190

00:30:57.600 --> 00:31:01.050

UCR: Months suspension, and so we got through it.

191

00:31:02.670 --> 00:31:16.290

UCR: And it was awful because you had students, you had you had half of the Community, supporting what we were doing, you had the other half of the Community she's saying why are you bothering these students, and so it was just trying to manage that, so that would be my response.

192

00:31:21.510 --> 00:31:27.390

UCR: I have a question submitted via the webinar, what is your biggest concern when considering offer for this role.

193

00:31:29.040 --> 00:31:29.520

UCR: um.

194

00:31:32.070 --> 00:31:49.560

UCR: I really don't have a major concern I view everything I've seen everything I've heard is opportunity and, if anything, I'll get those one minute commercials and folks just really we confirm to me that.

195

00:31:51.660 --> 00:32:09.930

UCR: The climate here the employees, they are just they have the appetite for the change they want this it's not a matter of Okay, how can we get people to start thinking outside the box start to think bigger that's not the case, so I really don't have any concerns I.

196

00:32:12.060 --> 00:32:14.700

UCR: I enjoy working through challenges I enjoy.

197

00:32:16.740 --> 00:32:21.900

UCR: Being innovative and coming up with solutions and with partners so.

198

00:32:22.920 --> 00:32:23.910

UCR: No major concerns.

199

00:32:28.140 --> 00:32:35.940

UCR: hi Derek and darryl aims to jazz so let's build on that, so we have the report from the white.

200

00:32:36.840 --> 00:32:51.270

UCR: Which is you know, maybe six months or so or so and it definitely identify some areas of concern that consultants around over the course of their their time with us, but also were various concerns, which are expressed by Members of the university community.

201

00:32:52.470 --> 00:33:01.440

UCR: So maybe you can address how you read that report, particularly as you find in the concerns expressed in it also many positive things and many.

202

00:33:01.770 --> 00:33:16.200

UCR: You know the willingness to do well, and to build and to change and embrace as well, so it's gonna more expansively talk to us about your your read of that report and how that might be a roadmap for you and your role is crow.

203

00:33:16.920 --> 00:33:31.020

UCR: I definitely view it as a road roadmap, I mean is this very few times you walk into an opportunity, and there is a roadmap, if you will um I know there's been turnover it's been turnover in this role.

204

00:33:32.070 --> 00:33:43.380

UCR: I know that that has has an impact on the organization as an impact on the HR team, when you have the turnover like that, and not only the.

205

00:33:44.070 --> 00:33:55.950

UCR: Chief human resources officer role, but there are others senior positions also so so that's one thing, and when I look at some of the things that were highlighted I don't get.

206

00:33:57.240 --> 00:34:03.240

UCR: I don't get overly concerned because you see a lot of this and other organizations.

207

00:34:05.550 --> 00:34:16.500

UCR: We have the report, so we you know we don't have to try to figure out what what we think people are thinking about or what we think may be an issue so so that's that's the plug.

208

00:34:17.790 --> 00:34:36.480

UCR: Clearly we'll talk about processes and efficiency and a lot of things I talked about some of the things I sort of so link back to the report, I didn't mention it other things that that will need to work on do I, when I say that i'm not overly concerned um.

209

00:34:37.920 --> 00:34:50.730

UCR: Does that mean that we're not going to do anything absolutely not when I say i'm not overly concerned, I believe that we can make things happen, I believe that we can can take these these.

210

00:34:51.930 --> 00:35:03.360

UCR: His challenges and and turn them into opportunities and be successful within our respective units So yes, I welcome the information that's in the report and.

211

00:35:05.040 --> 00:35:21.210

UCR: We will use it we're not ignoring it, you know we will use it, we will talk about this is, this is what the report said, and then, as we start to figure out our plan and our strategy, we will those will be part included in our action plan.

212

00:35:26.580 --> 00:35:36.360

UCR: I have a question submitted via the webinar can you speak to what actions you might take to address whether real or perceived how employees share a concern.

213

00:35:36.780 --> 00:35:46.050

UCR: about lack of trust psychological safety feelings of inequities if you're not a favorite employee or similar within hr.

214

00:35:46.860 --> 00:36:04.680

UCR: Employees receive inconsistent responses to HR actions or in response times the feeling and actually experiencing that your COMP confidential concern will be shared amongst other you other HR colleagues within both central HR and or unit HR stuff.

215

00:36:07.350 --> 00:36:07.860

UCR: i'm.

216

00:36:09.150 --> 00:36:13.890

UCR: me try to paraphrase that I think what I heard, there was a concern about.

217

00:36:15.030 --> 00:36:16.290

UCR: confidentiality.

218

00:36:17.640 --> 00:36:19.320

UCR: And I think I also heard.

219

00:36:24.060 --> 00:36:35.250

UCR: Responding to situations where a person may have a complaint and may not feel they've been treated fairly, or maybe they know someone.

220

00:36:37.050 --> 00:36:48.120

UCR: Who doesn't particularly care for them, or whatever from an HR perspective I think that's what I heard is that similar um well, let me start by saying that one of the things that.

221

00:36:50.400 --> 00:36:55.230

UCR: This is very similar when I talked about the vision is very similar to the vision, I had for federal state.

222

00:36:56.550 --> 00:36:59.490

UCR: The only difference was in that one for federal state.

223

00:37:00.780 --> 00:37:06.510

UCR: I included that we will treat information and a confidential manner.

224

00:37:07.770 --> 00:37:19.830

UCR: And that's something I feel very strongly about, and I find sometimes that and I don't know how it is here, but I know there, there will be situations where individuals.

225

00:37:20.670 --> 00:37:27.330

UCR: That been around for a lot they knew other people, they were related some people and they will share information.

226

00:37:28.020 --> 00:37:39.390

UCR: And what I try to help them to understand is that when you share this, this is not oh Sally said this, this is HR said this, we cannot, you cannot on.

227

00:37:40.110 --> 00:37:56.850

UCR: The people, we cannot be viewed as a group that cannot keep information confidential and that's at the very foundation of what we are who we are number one number two if someone has concerns or issue.

228

00:37:58.740 --> 00:38:00.120

UCR: And you know, there are various.

229

00:38:02.520 --> 00:38:12.360

UCR: avenues to try to get get issues resolved at the end of the day, my door is always open, so I will I will meet with anyone.

230

00:38:13.380 --> 00:38:13.980

UCR: i'm not.

231

00:38:15.210 --> 00:38:28.590

UCR: The type to say Oh well, you really need to go there if someone feels that serious where they need to speak to someone there's no one else to speak with have preferred that we go through the challenge but i'm not opposed to that to get to the bottom of someone's concern.

232

00:38:30.300 --> 00:38:30.600

Okay.

233

00:38:36.030 --> 00:38:43.440

UCR: I have another question submitted via the webinar what are your long term career goals and how long do you see yourself that you see your.

234

00:38:45.420 --> 00:38:50.490

UCR: I guess you're covering all basis way um I enjoy.

235

00:38:51.270 --> 00:39:09.420

UCR: I enjoy this this kind of work, this is not something that i'm thinking about the stone on the side I enjoy this i've been doing it a long time I enjoy coming in making a change, I enjoy developing individuals my goal is, if I was to join riverside.

236

00:39:11.010 --> 00:39:12.600

UCR: That my daughter.

237

00:39:14.070 --> 00:39:31.500

UCR: would be developed to the point where, if I as they were talking early if I won the lottery and left y'all wouldn't even miss me Okay, and so I am I am committed, this is good work is, for me, is is.

238

00:39:32.730 --> 00:39:36.630

UCR: Fulfilling and yeah i'm i'm in it.

239

00:39:41.580 --> 00:39:47.010

UCR: Okay, we also had some questions that were submitted during registration and so i'm going to ask one of those questions.

240

00:39:47.700 --> 00:39:56.790

UCR: Did you participate as a key player in your organization's strategic planning or senior management team If so, could you kind of elaborate on.

241

00:39:57.630 --> 00:40:15.060

UCR: You know your position on that was that was part, did you participate as a key player in your organization strategic planning or executive management team and, if so, can you elaborate on your role yeah well um I participated at bevel state that's where I was.

242

00:40:16.200 --> 00:40:36.630

UCR: I was, I did not report to the Chancellor, but I report it to the general counsel, I think, at the time, and we were actually just putting in the the new strategic plan and there were specific areas that as we looked at the plan we determine areas that we could pull from it and so i'm.

243

00:40:37.770 --> 00:40:42.690

UCR: For HR we focus on recruitment retention.

244

00:40:44.310 --> 00:40:44.940

UCR: and

245

00:40:47.580 --> 00:40:53.100

UCR: process improvement because those are the three things three areas where we felt pulling from the.

246

00:40:54.990 --> 00:41:03.630

UCR: Strategic Plan that we could impact, and we also include it with student success because that seemed to be part of the major one and.

247

00:41:05.100 --> 00:41:16.320

UCR: Then I was also given the additional role as the diversity inclusion officer so then we made sure we had included some verbiage about diversity, a diverse workforce, so that was at federal.

248



00:41:17.370 --> 00:41:21.420

UCR: At Presbyterian we're in the process now of.

249

00:41:23.580 --> 00:41:32.040

UCR: completing our plan strategic plan and a lot of time with consultants and now we have sort of like seven different.

250

00:41:33.900 --> 00:41:47.400

UCR: pillars, if you will, and i'm actually a coal team lead for one of the pillars and that guess what it is outrageous service as it pertains to our faculty students.

251

00:41:48.750 --> 00:41:56.310

UCR: faculty staff students alarms and the Community, and so the focus of the actually.

252

00:41:57.480 --> 00:42:04.860

UCR: day before yesterday we had a presentation, so the focus of that is really trying to think about incredible service.

253

00:42:05.130 --> 00:42:12.720

UCR: And what it would look like for staff and faculty What would it look like for students What would it look like for the alarms and so we're just starting.

254

00:42:13.230 --> 00:42:23.730

UCR: get a presentation and now we're waiting for faculty and staff to volunteer to let us know which Committee, they would like to work with.

255

00:42:24.960 --> 00:42:25.980

UCR: So we'll see what happens.

256

00:42:29.820 --> 00:42:37.680

UCR: I have another question submitted via the webinar How would you address employee morale what have you done to foster engagement.

257

00:42:38.910 --> 00:42:40.200

UCR: Well i'm.

258

00:42:41.280 --> 00:42:50.190

UCR: At pebble say we actually participated in an employee engagement survey, it was a system wide initiative and.

259

00:42:52.680 --> 00:43:06.540

UCR: Once we got the results back, it was important that employees have taken the time to complete the survey that was important that everyone got a sense and understood what the survey data told us, so we had.

260

00:43:07.380 --> 00:43:19.680

UCR: A consultant come in and we scheduled meetings with all of the various stakeholders separately and then to make sure that they understood exactly what it meant.

261

00:43:20.370 --> 00:43:40.380

UCR: And then, after that, we decided to have a forum, we call it the winter forum, because it was in December and during that forum, we address the top four or five areas where the results said, we were doing really well and then the four or five areas that we really need to improve.

262

00:43:41.400 --> 00:43:44.340

UCR: Performance management communication.

263

00:43:47.490 --> 00:43:49.860

UCR: interactions with the leadership team.

264

00:43:50.940 --> 00:44:03.840

UCR: Employee appreciation, I think it was another one, so those are the areas that we really according to the survey, we needed to include to improve So what we did at this forum, we talked about the various.

265

00:44:04.920 --> 00:44:08.550

UCR: areas that have shown up and we then.

266

00:44:10.800 --> 00:44:18.630

UCR: decided We broke off into subgroups and we had a facilitator for each of the groups for the areas that we needed to improve and.

267

00:44:19.170 --> 00:44:35.100

UCR: it's been time target and working on it, then they came back to where the end of the program with what their recommendations were, and so, once we receive that information we pulled it all together and we decided to implement.

268

00:44:36.360 --> 00:44:37.470

UCR: These recommendations.

269

00:44:39.300 --> 00:44:43.350

UCR: I didn't want it to appear to be an HR program because sometimes you know.

270

00:44:44.550 --> 00:44:51.180

UCR: The organization gets confused Oh, this is the HR HR program, it was important that it was viewed as.

271

00:44:52.410 --> 00:44:55.410

UCR: A campus program a leadership.

272

00:44:56.820 --> 00:44:59.520

UCR: program, and so I worked with.

273

00:45:00.570 --> 00:45:12.300

UCR: My chief of staff, who was the previous protocols, we have a lot of influence on campus and we agreed, he would be the face, and we would do the hard work and that's what we did, and so we.

274

00:45:13.350 --> 00:45:25.470

UCR: We made changes, based on those those things so from an employee engagement and it wasn't just a one stop, but we also put in place things to help us sustain on what we're doing so that it wasn't just a one off.

275

00:45:30.660 --> 00:45:41.220

UCR: I have another question submitted via webinar of all the opportunities and challenges that you identified which would you say it's the lowest hanging fruit that you will be excited to take on first.

276

00:45:44.970 --> 00:45:46.410

UCR: I think the communication plan.

277

00:45:47.580 --> 00:46:00.660

UCR: You know, coming up with that plan so that as we're as we're working through things we can start getting it out in the appropriate way to the you know, to the right groups, and there are others i'm sure, but when I think about what can we just.

278

00:46:01.710 --> 00:46:04.200

UCR: The sample require a lot of research, a lot of.

279

00:46:05.490 --> 00:46:19.950

UCR: meetings, but we can just talk about you know how do we, how do we want to communicate and at least come up and we can tweak it, so I guess

that would be the one because we have we have a lot of other things that would take more a little bit more time to do.

280

00:46:23.940 --> 00:46:35.310

UCR: Okay, I have another question that was submitted during registration, can you give an example of a significant failure or misstep for which you weren't primarily responsible for what did you do to recover.

281

00:46:38.100 --> 00:46:39.270

UCR: This is a tough one.

282

00:46:40.440 --> 00:46:48.840

UCR: Because i'm one of those I I check every box I planned for everything that could possibly go wrong i'm.

283

00:46:56.940 --> 00:47:06.480

UCR: I guess the closest thing if I have to really try to think of something the other Presbyterian college is, I may have mentioned it's a private school.

284

00:47:07.860 --> 00:47:23.010

UCR: Christian school, and so there is no system office you do everything at at at those institutions it's governed by a board of trustees group and so i'm.

285

00:47:24.600 --> 00:47:32.700

UCR: The new President decided he wanted to move the pension plan from tia to another group.

286

00:47:34.050 --> 00:47:41.010

UCR: And so, never worked on developing a pension plan on moving over so I talked with all the folks that.

287

00:47:42.660 --> 00:47:58.470

UCR: That had been involved in the past, we had an attorney We talked with the folks from our consultants who was involved in a fiduciary I talked with the chair and this Bulletin Board of Trustees subcommittee of HR who actually were the fiduciary.

288

00:47:59.940 --> 00:48:06.330

UCR: And that I had all the information if I if I had asked the right question and so.

289

00:48:07.500 --> 00:48:12.570

UCR: Then we're ready to start moving forward, and then I find out.

290

00:48:14.250 --> 00:48:25.560

UCR: That I had been given some bad information, so I guess it really wasn't all bad information or not all the information that come to find out the plan that we're on we can't move it because.

291

00:48:26.580 --> 00:48:36.600

UCR: it's not considered an organization's plan each account each employees account is a separate account so they would have to move each investment.

292

00:48:37.470 --> 00:48:46.350

UCR: And so, for me, that was very, very, very disturbing because I had asked all the right questions I had talked to all the right people, so I thought and we.

293

00:48:46.920 --> 00:48:55.440

UCR: ran into this roadblock but long story short, we figured it out him either solution now we're moving forward so that's probably the closest thing I can think of.

294

00:49:01.260 --> 00:49:11.370

UCR: I have another question submitted via the webinar How would you help create consistency and efficiency and HR processes between central and Campus HR groups.

295

00:49:12.390 --> 00:49:26.520

UCR: um I would work worked with the central office, as well as the business partners, and we would come up with a list of the processes of the things that we think we need to work on.

296

00:49:27.510 --> 00:49:32.280

UCR: won't just be me coming in and then need to change this, and now we will do it together.

297

00:49:32.790 --> 00:49:46.740

UCR: And so, once we would go through that process of identifying and basically identifying those processes that would have the biggest impact in a positive way on on the business units and then we'll work out the plan.

298

00:49:48.030 --> 00:49:57.540

UCR: and make the changes I don't think would have to be that difficult once we realize what it is that we're looking at what the what is and then how to do it and then communicate it.

299

00:50:04.740 --> 00:50:21.870

UCR: hi Terry I say hey again, so I know that you've been with us for the last two days, what has been the couple of things that you loved about our Community and the uc our family and our campus as a whole, well, I have to tell you I interacted with two students.

300

00:50:26.760 --> 00:50:27.810

UCR: that's our come in.

301

00:50:30.000 --> 00:50:42.360

UCR: And I was just so impressed taken by the energy in her involvement in campus and you know this like wow what a great environment.

302

00:50:43.590 --> 00:50:53.670

UCR: for students to come in and that's The one thing that really spoke to me today, I went on a tour, and this young lady who was doing the tour, I mean it's very impressive.

303

00:50:54.210 --> 00:51:02.760

UCR: And i'm like this is a student i'm like, how do you know all this, you know how did you memorize and she's and she shared that you know she's.

304

00:51:03.540 --> 00:51:12.660

UCR: been doing it, since what two years, three years and so that was that's one thing to see students because really it's about the students if.

305

00:51:13.500 --> 00:51:35.580

UCR: If there were no students, we wouldn't be here, and so it just really made my heart smell this to see yeah This is great, and even just walk around because see where students engage you know I didn't see a lot of walking around with the heads down or or sort of disengage The other thing.

306

00:51:36.660 --> 00:51:42.930

UCR: I thought, maybe that what I would meet when I got here was.

307

00:51:44.250 --> 00:51:48.000

UCR: Some denial acquired the denial or.

308

00:51:49.320 --> 00:51:58.260

UCR: A lack of opening to to embrace change or to look for change or to innovate, that I was wrong I was wrong.

309

00:51:58.770 --> 00:52:18.270

UCR: I have not seen that at all when I talked about the one minute commercials it was just the opposite you don't with the HR team, you know really just being open and everybody wanting to move forward, everybody wanting to see success here, so I would say, those are the two areas.

310

00:52:23.730 --> 00:52:34.860

UCR: and other questions submitted via the webinar do you believe that an employer has a responsibility to correct or address pay and work loading equities when they're identified.

311

00:52:37.050 --> 00:52:37.860

UCR: An employer.

312

00:52:39.150 --> 00:52:50.220

UCR: um I think clearly if there's um if an employee has a concern, but it has to do with equity or whatever I think they.

313

00:52:51.630 --> 00:52:55.620

UCR: They should address it with your supervisor or someone in nature.

314

00:52:56.910 --> 00:53:13.170

UCR: Now the outcome, I can't speak to what that would be, but at least I think employees should feel comfortable at least letting their my term but no voice be heard, if there's a concern, and then you know we try to determine, is there any.

315

00:53:16.230 --> 00:53:20.460

UCR: Is it valid you know, is there equity problem is there, something that needs to be done.

316

00:53:21.030 --> 00:53:34.530

UCR: We won't know until we really look into it and find out more and more, that there is a process, so I would say yes, it is employee, it has concern are, the more complicated when the supervisor or HR they should do so.

317

00:53:38.970 --> 00:53:54.060

UCR: I have another question submitted via the webinar Have you had experience with pushback from leadership when you disagree with the

process that is not a recommended HR strategy or out of alignment with HR vision how have you managed it well.

318

00:53:56.760 --> 00:53:59.040

UCR: Of course i've had people to disagree with me.

319

00:54:00.210 --> 00:54:00.450

UCR: But.

320

00:54:01.500 --> 00:54:22.710

UCR: I think the reality is that if I if i'm going to present something I have, I have done my homework i've done the due diligence I I have met a case or whatever, this proposal, whatever i'm trying to do and normally before I.

321

00:54:25.350 --> 00:54:37.890

UCR: recommend it to the leadership i've connected with a couple of the leaders and make sure that we're we're on the same page so it's it's like this, not a surprise and.

322

00:54:39.090 --> 00:54:44.940

UCR: worst case is that that's a great idea, maybe we can't do it now, but we'll definitely.

323

00:54:46.500 --> 00:54:57.360

UCR: keep it in mind and I never let them forget that okay all right, so that she wants to know this this talk about this again but yeah I, I believe, having being prepared, having the data.

324

00:54:58.560 --> 00:55:02.520

UCR: Telling the story writing the story, so that it makes sense.

325

00:55:07.080 --> 00:55:16.830

UCR: Okay, I have another question that was submitted during registration, can you discuss your experience working with a governing body like the uc office of the President, when it comes to HR policy.

326

00:55:18.750 --> 00:55:19.320

UCR: i'm.

327

00:55:23.550 --> 00:55:24.840

UCR: Talking about the systems office.

328



00:55:26.670 --> 00:55:35.610

UCR: At Bebo we were part of the may have mentioned that the University of North Carolina system so very similar the system office and.

329

00:55:37.350 --> 00:55:42.090

UCR: The systems office there was a president, just like similar here and there was.

330

00:55:43.170 --> 00:55:50.400

UCR: Someone that was head of HR there was someone that report it to this person that was over employee relations over.

331

00:55:51.660 --> 00:55:56.100

UCR: class and COMP over benefits all the different areas, and so many times.

332

00:55:58.080 --> 00:56:01.590

UCR: That many times, sometimes they will come out with policy changes.

333

00:56:06.570 --> 00:56:06.780

Oh.

334

00:56:07.920 --> 00:56:11.010

UCR: Okay, so sometimes they would come out with policy changes.

335

00:56:12.060 --> 00:56:25.590

UCR: Most of time they would get our feedback, but sometimes they would just this is what we're going to do and i'll be like what and so because I had developed a relationship with them um.

336

00:56:27.810 --> 00:56:32.970

UCR: that's like a question quite a bit, so I became I guess I figured let's put on a project, at least, we know where to input.

337

00:56:33.240 --> 00:56:42.660

UCR: And so we were talking about i'm not sure if this is the right thing we should do have you thought about it here's you know here's your the concerns of our employees and if it had to do with staff.

338

00:56:44.070 --> 00:56:44.970

UCR: There was a.

339

00:56:47.100 --> 00:56:56.940

UCR: The head HR person also met with the staff senate President, so there was that that type of correlation so many times, the staff Senate.

340

00:56:58.410 --> 00:57:12.600

UCR: executive group and I, we were taught and we will slowly get aligned with how we want it to go up to the systems office or if it had to do with the with the academic affairs, we would align with the folks going up to the systems problems.

341

00:57:18.000 --> 00:57:19.710

UCR: Okay, I think we have time for one more question.

342

00:57:21.210 --> 00:57:26.610

UCR: Another question that submitted via the webinar, how do you handle employees that are resistant to change.

343

00:57:27.960 --> 00:57:28.350

UCR: um.

344

00:57:29.580 --> 00:57:37.770

UCR: I think part of is really understanding, where that resistance is coming from um employees may not say.

345

00:57:39.000 --> 00:57:47.790

UCR: i'm resisting and resisting this because of whatever they may have been something that happened to them in the past, so I think part of is really understanding what's going on.

346

00:57:48.810 --> 00:57:53.010

UCR: You know, could be fear fear of maybe.

347

00:57:54.420 --> 00:57:57.360

UCR: Having a job impacted maybe.

348

00:57:59.550 --> 00:58:11.220

UCR: Your schedule may be impacted so really just understanding like what's going on help me to understand and I find that once I can have those conversations with individuals just really trying to understand.

349

00:58:11.850 --> 00:58:21.600

UCR: The answer may still be, we have to move forward, but at least i'm understanding what the concern and maybe there's some things that we're not aware of some things that we had thought about.

350

00:58:22.440 --> 00:58:32.130

UCR: That we might need to make sure that we incorporate into what the plan is, but I think communication is key and understanding, where a person is coming from.

351

00:58:36.870 --> 00:58:41.400

UCR: All right, well, thank you, Terry and just want to say thank you so much for that presentation and answer questions.

352

00:58:41.910 --> 00:58:54.150

UCR: Do you have any final thoughts for this group, and those who are attending virtually I again I just like to say thank you all for your time, thank you for your hospitality and just.

353

00:58:55.050 --> 00:59:03.840

UCR: Providing the information I am leaving here billing very, very good about this opportunity where when I got here at the will will see.

354

00:59:04.500 --> 00:59:18.690

UCR: very, very and I believe that we have the right folks in place to do what needs to be done so, I remain very interested in this opportunity and many things, each of you again.

355

00:59:19.950 --> 00:59:31.260

UCR: Thank you and thank you again everyone for joining us in person and virtually just as a reminder, you can provide your feedback via the candidate feedback survey which can be found on the executive searches website Thank you so much.