Chancellor Leland extended a welcome to open the meeting.

**Effective Strategies for Managing Change**  
*Chancellor Dorothy Leland*

Acknowledging the many rapid changes taking place on the UC Merced campus, Chancellor Leland suggested that we are currently faced with a compelling need to examine and update our strategies for the management of change. She pointed out that the original UC Merced long-range plans have been adversely affected by the dramatic change in the current fiscal circumstances in the State of California. Recognizing that change is difficult and in many cases involuntary, Chancellor Leland encouraged strong communication, development of coalitions and strong leadership, identification of where there might be barriers or resistance, and celebration of short-term wins in order to meet our challenges and to keep motivation strong. She recommended that the campus staff benefit from being informed that we are not changing merely for the sake of change and encouraged strong efforts to share why upcoming changes were necessary, acknowledging that change can be very difficult.

The Chancellor suggested that if there is sufficient interest, we might also consider a dedicated workshop on leading and managing change.

Chancellor Leland then extended an invitation for questions, shared experiences with change or lack of change, along with other information that members of the group might find useful.

- The observation was shared that with growth, the campus had become more rigid and challenging in the current environment of UCOP audits, State and Federal laws, and watchdog agencies in our external environment. Acknowledging the challenges, Chancellor Leland encouraged acceptance and a problem-solving approach seeking the best ways to accomplish the UC Merced mission within the restrictive environment. She envisions the creation of a “nimble organization,” with customer friendly philosophy and more routine thought concerning our processes. She recognized that the focus necessary to start up the campus had not offered the luxury of the time to examine and re-evaluate the efficacy of our systems. She encouraged creative ways to collect feedback and encouraged anonymous surveys to identify patterns of problems as well as solutions. She recommended annual retreats within departments to shape goals and strategies for the year, also providing an opportunity to review challenges and celebrate successes.
The suggestion was made to consider approaching barriers differently, by shifting thinking from the limited approach of “Can I or Can’t I?” to “What can I do to get to my goal?” Chancellor Leland encouraged acknowledging the importance of all requests with open communication, encouraging reaching out with the question “How can I help you?” This invitation can be beneficial even when the concern might be “I don’t see a way.” She encouraged brain-storming in more neutral scenarios to promote objectivity and to explore alternatives without blame.

Another shared observation was that communication does not seem to be making it down within our organization from top to bottom. Also, we need to make it safe for people to speak up with concerns. We may need to give up some of the processes we’ve done in the past to allow for change. Good methods of communication are necessary as we attempt to identify what we might cut out as we embrace change.

Chancellor Leland thanked the group for their ideas and asked for a show of hands with respect to further discussion and possible workshops on the topic. The majority of the group indicated support for more in-depth follow-up on managing change. Chancellor Leland offered a personal recommendation of the book, Leading Change by John P. Kotter.

**Overview of Family Education Rights and Privacy Act – FERPA**

*Campus Counsel Elisabeth Gunther*

Counsel Gunther was introduced as an Attorney from the UC Office of General Counsel, serving in the capacity of Campus Counsel for UC Merced for the last five years. Counsel Gunther makes visits to UC Merced and has been increasing the frequency of her presence on campus.

Counsel Gunther introduced the topic of FERPA, a Federal statute that directly affects staff dealing directly with student information and she provided her presentation specifically to increase awareness for “the rest of us” that might find that we need to address a student information request. Because UC Merced may be sanctioned for violations, she provided a general overview of the FERPA statute and the more protective policy of the UC Office of General Counsel. The goal of FERPA and the UC policy is to protect the privacy of student information while allowing for information access by the student. One key point is that challenges exist with respect to limitations on parental access to student information, so anyone on staff might find that they are placed in a position of needing to be very aware of the implications this important regulation.

Staff members are encouraged to review Counsel Gunther’s Power Point presentation at the following website [http://chancellor.ucmerced.edu/committees-departments/leadership-council/leadership-council-meeting-materials](http://chancellor.ucmerced.edu/committees-departments/leadership-council/leadership-council-meeting-materials)

For more specific guidance on FERPA matters, contact Elisabeth Gunther at Elisabeth.Gunther@ucop.edu or 510-987-9941.
Update from Provost’s Office: New Strategic Path/Direction
Provost and Executive Vice Chancellor Thomas Peterson

Provost Peterson reiterated the comment made earlier by the Chancellor that the urgent needs of opening our new campus did not allow the luxury of time to review processes and how they might stand up to the test of time. As the campus moves out of its adolescent phase, there is a need for more comprehensive consideration of simultaneous needs and critical support structures across campus.

Project 2020 (http://opb.ucmerced.edu/2020-project) establishes a baseline and identifies how we are using space in addition to establishing targets and incremental steps. Upcoming budget hearings will address long-range integrated plans looking forward to future budgets. The research and teaching reputation of UC Merced must not be impeded by lack of staff support and Provost Peterson expressed the need for all units to be involved in the process.

Chancellor Leland commented that UC Merced has had a compelling vision but lacked a specific plan to address the fact that enrollment at the campus has continued on pace to reach 10,000 students in the 2020 time frame, but funding for the campus facilities that are required to serve those students has not kept pace. The Office of Planning and Budget was created to provide integrated planning and to formulate tactics to get buildings in our pipeline in order to avoid flat lining student growth.

Brief Update on Meeting Room Space Management
Vice Chancellor Kyle Hoffman

Vice Chancellor Hoffman thanked the group for the robust discussion at the previous meeting, reporting that he shared the results of that discussion with space advisory committee.

Closing

Chancellor Leland closed the discussion by requesting suggestions to improve future Leadership Council meetings. She also extended an invitation for interested parties to view information regarding budget requests posted on UCMCrops for the first time to allow access by the entire campus community. She acknowledged the challenges faced by the Budget Committee to review the vast number of budget requests that have been submitted.