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December 8, 2005

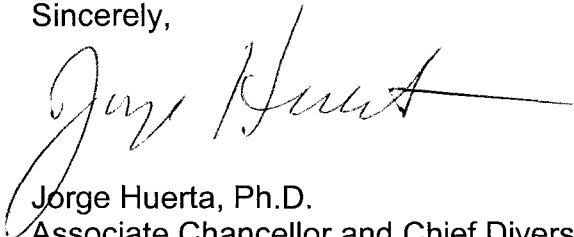
CHANCELLOR FOX:

Enclosed is the Final Report of the Disability Management Work Group, along with several Appendices. As you will note in the Executive Summary, the Report is the product of several years of analysis and assessment of the needs of disabled students, staff and faculty at UCSD. The Report was drafted in January of 2004 and this version represents another year of collaboration and consultation by the dedicated members of the team. I convened the Work Group on February 4, 2005, with a subsequent meeting on March 8, 2005. Due to staffing difficulties we were not able to submit the Report more quickly and beg your and the Vice Chancellors' patience and understanding.

It is the sincere belief of the Work Group members that many of the recommendations listed in the Report can be achieved in a relatively short period of time. Some of the recommendations will *require further review and analysis*. All recommendations are the result of thoughtful investigations and realizations of how our campus can best serve the needs of the disabled students, staff and faculty.

The Work Group members look forward to your response and have, indeed, all agreed to continue to serve as a Work Group should you and the Vice Chancellors deem this a necessary and effective advisory group.

Sincerely,



Jorge Huerta, Ph.D.
Associate Chancellor and Chief Diversity Officer
For the Disability Management Work Group

SCANNED

**FINAL REPORT
OF THE
DISABILITY MANAGEMENT WORK GROUP**

December 2005

University of California, San Diego

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TABLE OF CONTENTS

Executive Summary _____	1
Scope and Methodology _____	2
Summary of Recommendations _____	3
Executive Summary of Pertinent Legislation _____	6
Detailed Disability Work Group Recommendations _____	7

Executive Summary

The Disability Management Work Group (Work Group) was appointed by Chancellor Robert Dynes in October 2002 for the purpose of evaluating disability services at UCSD and providing a set of recommendations to the appropriate Vice Chancellors to improve them as needed. The Work Group was also asked to assess external best practices, if any, that appear to be cost effective and that might be considered for adoption by UCSD to improve upon current practices. Finally, the Work Group was asked to advise the Chancellor if the review and assessment resulted in findings that required a broader scope of study.

Through the course of its review, the Work Group found without exception that UCSD's employees remain committed to providing comprehensive and outstanding disability services to the campus community. Those interviewed by the Work Group were knowledgeable, professional and dedicated individuals; in many cases they provide services that exceed those required under the relevant laws and policies.

Between 2002-2004, there has been a 70% increase in the number of staff and faculty utilizing the services of the campus Employee Rehabilitation Program. There is increased demand for services by disabled students as well. As a consequence of this growing demand, the Work Group observed that there is an increasing need to respond to this strain on existing services and programs. In its view, the delivery of and access to campus disability services potentially could be enhanced by a stronger central system of coordination, review of additional enforcement mechanisms, clarification of areas of responsibility across the campus, better procedures for funding services and a more coordinated approach to conveying information about the available services.

With this report, the Work Group has attempted to identify strategies for providing better coordination among campus resources.

Scope and Methodology

The Work Group met twice per month from February of 2003 through July of 2003 and on additional dates in 2004 and 2005, focusing on a comprehensive review of the overall approach to disability management at UCSD. This included:

- A review of the current organizational structures for managing disability issues;
- A review of the issues raised by the Diversity Council as well as issues identified by Work Group members;
- A preliminary study of the University's legal obligations and the present state of disability law, and a review of UC policies related to disability management;
- Identification of goals of the campus disability management program and the constituents the programs serve;
- A study of the funding presently available to address disability management issues such as modifications to facilities, accommodations, and transportation and corresponding legal requirements;
- A study of the best practices at the following institutions (although the Task Force appreciates that programs outside of California may not be comparable given the unique California law governing disability discrimination):
 - University of Michigan
 - Cornell University
 - University of Arizona
 - UC Santa Cruz
- A review of the 1998 Disability Management Process Team Report and discussion of outstanding action items to be reemphasized by the Chancellor's Disability Management Work Group.

To better understand the structure and services of the campus, the Work Group interviewed representatives from the following offices:

- Risk Management
- Workers' Compensation
- Benefits
- Purchasing
- Capital Planning
- Facilities Design and Construction
- Student Housing

Summary of Recommendations

The Work Group recommendations in summary are as follows:

Chancellor's Disability Management Advisory Committee

Convene a Chancellor's Disability Management Advisory Committee to advise the Chancellor on disability related issues and to oversee the implementation of the recommendations listed below. (Attachment 1)

Best Practices

The Chancellor should convene a focus group to study the feasibility, benefits, and drawbacks of creating a centralized disability management structure at UCSD. Appoint the Disability Management Work Group to an ongoing advisory role to the Chancellor.

Request that UCSD participate in a nationwide disability management benchmarking analysis sponsored by the Washington Business Group on Health and the Integrated Benefits Institute. (Attachment 2)

Accountability and Enforceability

Vice Chancellors should reaffirm the goals of disability management at UCSD and review accountability and decision making structures. (Attachment 3)

Campus Website

- Implement and fund development of a central "Disability Services" website on Infopath as well as on Blink in which all disability services and procedures for students, staff, faculty, and community members are explained. (Attachment 4)
- Ensure that existing and future UCSD web pages are accessible to individuals using screen readers and alternative browsers. (Attachment 5)
- Create and publish on Blink a graphical description of Short-Term, Supplemental, Long-Term, UCRP Disability Income, and Workers' Compensation benefits.
- Develop interactive maps easily accessible on UCSD's website that clearly show accessible parking, pathways, building entrances, and restrooms.

Campus Facilities

- Establish clearly visible signs on pathways identifying the accessible entrances and restrooms for each building on campus. (Attachment 6)
- Encourage work area designers to incorporate ergonomic features and adjustability as work areas are renovated or created and request that staff in Purchasing, Capital Planning and Facilities, Design, and Construction promote the ergonomic design of offices and laboratories and the purchase of furniture and equipment with ergonomic and adjustable features. (Attachment 7)
- Ensure that building wheelchair lifts are either unlocked or that a designated staff member can be easily signaled to unlock the lift when a person with a disability needs to use it. (Attachment 8)
- Develop and implement central emergency evacuation procedures targeted for UCSD community members with disabilities and ensure the availability of adequate

resources such as evacuation chairs for people with mobility impairments.
(Attachment 9)

Transportation Services

- Consolidate disabled transportation services for the entire UCSD Community under the Transportation office and consider mechanisms for funding this program.
(Attachment 10)

Accommodation of Disabilities

Students

- Identify a clear process for graduate and undergraduate student accommodation and discrimination complaints.
- Identify an advisor to assist faculty in evaluating and responding to student accommodation requests. (Attachment 11)
- Clearly delineate the responsibilities and procedures for ensuring adequate funding and coordination for academic accommodation of students involved in new courses and curricula.
- Update applicable CEP Policy on Students with Disabilities and Steps for Academic Accommodations.

Employees

- Ensure that all disabled staff and faculty who have requested accommodation are referred to the Employee Rehabilitation Program for job accommodation and access coordination services as appropriate.
- Implement a comprehensive and integrated Transitional Employment Program for temporary accommodation of employees with disabilities regardless of cause.
(Attachment 12)
- Create a showroom and a loaner program to enable people to evaluate and borrow furniture and equipment with ergonomic and adjustable features and job accommodation devices and technology.
- Allow faculty and staff to purchase ergonomic equipment for their home offices at UC prices.

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Student Housing

- Ensure that all newly constructed UCSD housing units are accessible.
- Ensure that students with disabilities and their parents are provided with UCSD housing policies in advance of registration.
- Develop information about private accessible housing options in the areas near to UCSD and provide the information to UCSD community members.
- Ensure that all students with disabilities are referred to the Office for Students with Disabilities for academic and housing accommodation services as appropriate.

Policies and Procedures

- Update the UCSD Disability Access Policy and Guidelines. (Attachment 13)

- Increase the authority of the Americans with Disabilities Act Coordinator to ensure access to facilities, programs, and services. (Attachment 14)
- Review policy for student housing as it relates to disabled students unable to carry a full load as required by policy and contract.

Education

- Enhance training for department chairs, deans, professors and supervisors regarding disability regulations, disability management responsibilities, and disability resources and services. (Attachment 15)

Benefits Application Process

- Develop a less complicated approach to applying for benefits for Short-Term Disability, Long-Term Disability, University of California Retirement Program Disability Income, Workers' Compensation, and Life Insurance Premium Waiver, perhaps through a common application form. (Attachment 16)

Disability Management Process Team Report

Request that the Chancellor's Office in conjunction with the Disability Management Work Group assess the viability of each of the recommendations contained in the team's 1998 report and identify the additional actions necessary to achieve the recommended outcomes. (Attachment 17)

Funding of Disability Management Functions

- Continue to study new methods for effectively funding services and for increasing awareness of the availability of existing funding options.
- Explore the use of NIH and NSF funding available to assist PI's in accommodating employees and students with disabilities.

Executive Summary of Pertinent Legislation

The Rehabilitation Act of 1973

The Rehabilitation Act protects qualified individuals from discrimination based on disability. The nondiscrimination requirements of the law apply to employers and organizations that receive financial assistance from any Federal department or agency. Section 504 forbids organizations and employers from excluding or denying individuals with disabilities an equal opportunity to receive program benefits and services. Section 503 requires organizations and employers to implement affirmative action efforts for people with disabilities.

The Americans with Disabilities Act (ADA)

The ADA also provides that no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by any such entity. In addition, no individual may be discriminated against on the basis of disability in the full and equal enjoyment of the goods, services, facilities, privileges, advantages, or accommodations of any place of public accommodations. This means that a failure by the University to take affirmative steps to provide disabled access to a public accommodation may be considered unlawful discrimination.

The ADA expanded the applicability of the protections afforded under the Rehabilitation Act to businesses and organizations that do not receive federal assistance as well as requiring, among other things, the appointment of an ADA coordinator. Under the provisions of the ADA, no covered entity, including the University, may discriminate against a qualified individual with a disability because of the disability of such individual in regard to job application procedures, the hiring, advancement, or discharge of employees, employee compensation, job training, and other terms, conditions, and privileges of employment.

California Fair Employment and Housing Act

The California Fair Employment and Housing Act (FEHA), prohibits discrimination and harassment in employment due to among other things, a disability. Effective January 1, 2001, FEHA was amended to provide significantly broader protections to employees with disabilities. The amendments include an express declaration that the California statutes are intended to extend beyond the federal Americans With Disabilities Act, as well as a broader definition of "disability," and new and different unlawful employment practices arising from certain pre-employment and post-employment inquiries and the failure to engage in a timely, good faith, and interactive process with the employee to determine a reasonable accommodation for the disability.

Disability Management Work Group (Attachment 1)

Name of Recommendation: Chancellor's Disability Management Advisory Committee

The Issue/Problem: The existing Chancellor's ADA Advisory Committee no longer meets regularly and the committee roster has not been updated in recent years. Due to the complexities of disability management, the Chancellor should have a group of experts to advise her regularly on disability issues. In addition, there should be a group charged with continued oversight of the Work Group report to ensure implementation of the recommendations.

The Solution: Reconvene a Chancellor's Disability Management Advisory Committee (CDMAC) and charge the reorganized and re-formed committee with responsibility to advise at regular intervals on specific disability issues, oversight of the Work Group report and with direct responsibility for the completion of specific recommendations as indicated below.

The Benefits/Impact: The issues surrounding disability management are complex and highly regulated by both state and federal law (similar in many ways to those related to sexual harassment prevention). A more centralized approach to disability management may result in:

- Early identification and resolution of potential issues and risks
- Better coordination of responses to complaints and requests
- More consistent compliance with regulatory mandates
- Easier access to services and information for faculty, students, and staff
- Improved coordination of financial and equipment resources
- Successful implementation of Work Group recommendations

Improvements in coordination, compliance, and access as well as decreased litigation exposure will also enhance the campus' ability to recruit and retain students, faculty, and staff with disabilities.

Recommended Approach: The existing Chancellor's ADA Advisory Committee should be reorganized and reconvened as CDMAC. CDMAC should be charged with responsibility to implement and track the progress on report recommendations as well as studying a more centralized model in-depth. As part of this process CDMAC should continue to study new and/or improved funding mechanisms for disability services as well as methods for increasing awareness of the already available funding resources.

Ownership: Chancellor's Office. CDMAC should be given ownership and responsibility for implementing the recommendations of this report and further studying the benefits and drawbacks of a more centralized system.

Timeline: Reconvening a reorganized CDMAC may be accomplished in the short-term; CDMAC implementation of this recommendation is likely a medium to long-term goal.

Resource Requirements: Time and effort of the CDMAC members

Success Criteria:

1. A conclusion and recommendation as to whether a more centralized approach to disability management is advisable at UCSD
2. Customer satisfaction with access

Disability Management Work Group (Attachment 2)

Name of Recommendation: Disability Management Benchmarking Analysis

The Issue/Problem: UCSD does not have adequate access to benchmarking data needed to assess the effectiveness of disability management efforts on cost containment needs. Participation in this benchmarking analysis and access to the associated reports will enable the Chancellor's Disability Management Work Group and UCSD Administrators to learn more about how UCSD's disability management efforts compare to employers' and educational institutions' best practices.

The Solution: Obtain approval and funding for UCSD to participate in a current nationwide disability management benchmarking analysis sponsored by the Washington Business Group on Health and the Integrated Benefits Institute (IBI).

The Benefits/Impact:

- Easier access to information
- Better understanding of peer organizations' successes
- Enhanced ability to measure and manage the costs of disability
- Better coordination of services
- Consistent compliance with regulatory mandates

Recommended Approach: Upon receipt of approval, consult with the IBI managers of this analysis, participate in the benchmarking data collection process, and obtain access to the results of the analysis.

Ownership: Chancellor's Office

Timeline: 6 – 12 months

Resource Requirements: \$5,000 in funding for participation in the study and access to IBI reports. Staff time to plan UCSD's approach and to participate in the determination of the best ways to use the analysis information to contain the total direct and indirect costs of disability.

Success Criteria:

1. Customer satisfaction with access to information
2. Decreased total disability expenses

Disability Management Work Group (Attachment 3)

Recommendation: Accommodation of Disabilities

Issue/Problem: Many campus departments and units are unsure of the process for responding to disability accommodation requests and how such accommodations are funded. In particular, the responsibility for accommodation of students involved in new courses and curricula or participating in extracurricular activities is not clear. This lack of clarity causes frustration.

Solution: Each Vice Chancellor area should develop and broadly distribute a written policy on addressing and funding the needs of individuals with disabilities that considers the particular needs of their constituency. In VC areas with instructional responsibility, the resource requirements relating to accommodation for new curricula or classes should be considered as part of their development.

Benefits/Impacts:

- Enhanced ability to recruit students, faculty, and staff with disabilities
- Reduced frustration among individuals seeking accommodation
- Consistent compliance with regulatory mandates

Recommended Approach: Each major campus area without a written policy on disability accommodation drafts such a policy for review and approval by the appropriate Vice Chancellor. The policy is disseminated to departments and units. Each VC area with instructional responsibility delineates how any new classes or curricula with specific accommodation needs will be funded.

Ownership

Vice Chancellors

Timeline

Short-term

Resource Requirements

Staff time

Funding for accommodations needed

Success Criteria

1. Development and adoption of a policy in each VC area
2. Decreased number of complaints

Disability Management Work Group (Attachment 4)

Name of Recommendation: Campus Website

The Issue/Problem: Members of the UCSD community have indicated that they have experienced difficulty in accessing disability services and associated information.

The Solution:

- Develop a central “Disability Services” website on InfoPath and Blink in which all disability services and procedures for students, staff, faculty and community members are explained in detail
- Publish on Blink a comprehensive graphical description of Short-Term, Supplemental, Long-Term, UCRP Disability Income, and Workers’ Compensation benefits
- Promote the use of accessible venues for classes, events, and performances and use accessible formats for publicity and announcements

The Benefits/Impact:

- Easier access to services for faculty, students, and staff
- Better coordinated services
- Easier access to information
- Better understanding of available services
- Easier access to classes, events, and performances
- Consistent compliance with regulatory mandates
- Enhanced ability to recruit and retain students, faculty, and staff members with disabilities

Recommended Approach: Charge members from the areas listed below to devise, provide, and maintain more easily navigated informational publications and web pages.

Ownership:

- Chancellor’s Office
- Employee Rehabilitation Program
- Office for Students and Disabilities
- ACT
- BLINK Team
- InfoPath Team
- Workers’ Compensation
- Benefits

Timeline: Medium-term

Resource Requirements: The time of the members of the listed areas will need to be dedicated to these efforts to create and maintain the information.

Success Criteria:

1. Customer satisfaction with access to information
2. Decreased number of complaints

Disability Management Work Group (Attachment 5)

Name of Recommendation: Accessibility of Web Pages

The Issue/Problem: Some UCSD web sites are not accessible to some people with disabilities. The UC Electronic Communications policy (<http://www.ucop.edu/ucophome/policies/ec/>) and UCSD web policy (<http://adminrecords.ucsd.edu/PPM/docs/135-6.HTML>) indicate that, "Operators of University electronic communications resources should coordinate with campus officers responsible for implementation of the Americans with Disabilities Act to ensure that persons with disabilities have access to those resources."

The Solution: Ensure that existing and future UCSD web pages are accessible to individuals with disabilities including those who use screen readers and alternative browsers.

The Benefits/Impact:

- Easier access to information
- Better understanding of available services
- Enhanced ability to recruit and retain students, faculty, and staff with disabilities
- Better coordination of responses to complaints
- Consistent compliance with regulatory mandates

Recommended Approach: An independent review of a sampling of UCSD sites would provide valuable information regarding the scope of the need for improvement. A subsequent action plan could include the distribution of pertinent policies and standards, opportunities for training, and ongoing monitoring of accessibility of existing and newly developed sites. Developers and operators of University electronic communications resources should coordinate with campus officers responsible for implementation of the Americans with Disabilities Act to ensure that persons with disabilities have access to the information on UCSD web pages in compliance with pertinent policies and regulations. We recommended that UCSD web sites follow the W3 Consortium Web Accessibility Initiative (WAI) recommendations (<http://www.w3.org/WAI/>) regarding standards for compliance with accessibility policies.

Also, the Work Group recommends that the campus take a proactive approach and provide web pages in compliance with U.S. Government Standards associated with Section 508 of the Rehabilitation Act.

Ownership: BLINK and InfoPath Teams; ACT

Timeline: Medium-term

Resource Requirements: Up to \$10,000 may be needed for the initial independent survey analysis process. The results will provide guidance about the scope of change needed and of the associated necessary resources.

Success Criteria:

1. Customer satisfaction with access to information
2. Decreased number of complaints

Disability Management Work Group (Attachment 6)

Name of Recommendation: Campus Accessibility

The Issue/Problem: Individuals with physical disabilities may find themselves at inaccessible facility entrances without clear knowledge of the location of, or accessible route to, accessible facility entrances.

The Solution:

- Establish clearly visible signs on pathways identifying the accessible entrances and restrooms for each building on campus.
- Provide exterior signage directing individuals with physical disabilities from inaccessible facility entrances to accessible facility entrances. Ensure the display of the International Symbol of Accessibility (ISA) at accessible facility entrances.
- Develop online interactive maps easily available on UCSD's website and printed accessibility maps at information kiosks clearly identifying accessible parking, pathways, building entrances, and restrooms.
- Review disability accommodations at all special events to ensure that appropriate access is provided.

The Benefits/Impact:

- Better access to information
- Easier access to classes, buildings, and events
- Consistent compliance with regulatory mandates
- Enhanced UCSD image in the community
- Enhanced ability to recruit and retain students, faculty, and staff with disabilities

Recommended Approach:

- Exterior accessibility signage: The project has been assigned. The assignee has consulted applicable accessibility regulations and Campus Planning toward the development of exterior accessibility signage recommendations.
- Accessibility map: The project has been assigned. The assignee has worked with Campus Planning, Auxiliary and Plant Services Graphics, and Publications toward the creation of an accessibility map.
- Forward the recommendations, along with a phasing plan if recommended, to VC Resource Management & Planning and VC Business Affairs for funding.

Ownership:

- Vice Chancellor, Business Affairs
- Vice Chancellor, Resource Management

Timeline:

- Exterior accessibility directional signage recommendations: June 31, 2006
- Accessible facility entrance display of ISA recommendations: July 1, 2006
- Online and printed accessibility map: October 1, 2006

Resource Requirements:

- Exterior accessibility signage: funds to produce and post signage (Costs to be determined as project planning proceeds)
- Accessibility map: funds to print map (Costs to be determined as project planning proceeds)

Success Criteria:

1. Increased facility access customer satisfaction
2. Decreased facility access complaints

Disability Management Work Group (Attachment 7)

Name of Recommendation: Ergonomics Interventions

The Issue/Problem: The Work Group noted that much of this campus' efforts to accommodate disabilities are reactive, such as purchasing ergonomic equipment when requested for an individual. Many issues involving repetitive motion injuries, etc. however could be avoided by taking a more proactive approach and incorporating ergonomic designs as the time of purchase or during new construction or renovation. The Work Group also noted that the size of the University of California system and our influence as a purchaser of equipment should be used to put pressure on vendors to provide more ergonomically appropriate equipment for purchase.

The Solution:

- Encourage work area designers to incorporate ergonomic features and adjustability as renovations are undertaken and request that staff in Purchasing, Capital Planning and Facilities, Design, and Construction promote the ergonomic design of offices and laboratories and the purchase of furniture and equipment with ergonomic and adjustable features.
- Create a showroom and a loaner program to enable employees to evaluate and borrow furniture and equipment with ergonomic and adjustable features.
- Encourage Departments and employees to consult with Employee Rehabilitation Program Counselors and Environment, Health, and Safety Professionals for ergonomic analyses and job accommodation assessments.
- Provide a matching fund to contribute to departments' purchases of accommodation equipment and devices.
- Allow faculty and staff to purchase ergonomic equipment for their home offices at UC prices.

The Benefits/Impact:

- Increased productivity
- Prevention of impairment
- Enhanced ability to recruit and retain students, faculty, and staff with disabilities
- Easier access to information
- Better understanding of available services

Recommended Approach:

- Encourage the identified internal experts to collaboratively develop systematic and integrated approaches to ensure that ergonomic principles are incorporated into the planning, designing, construction, furnishing and refurbishing of new and existing facilities.
- Fund efforts to create a showroom of equipment and assistive devices with ergonomic features and allow the equipment to be borrowed by departments to assess accommodation options.
- Develop an internal integrated disability management approach that fosters job accommodation of employees with disabilities.

- Negotiate an arrangement that enables faculty and staff to purchase ergonomic equipment for their home offices at UC prices.

Ownership:

- Vice Chancellors of Business Affairs and Resource Management
- Design and Construction; Human Resources Employee Rehabilitation, Environment Health and Safety, Purchasing; and Storehouse

Timeline: 3 – 6 months

Resource Requirements: Staff time to develop collaborative approaches. \$30,000 for equipment and matching fund.

Success Criteria:

1. Customer satisfaction
2. Decreased Workers' Compensation and non-industrial disability claim costs
3. Decreased risk of complaints
4. Decreased number of lost days due to repetitive strain medical conditions

Disability Management Work Group (Attachment 8)

Name of Recommendation: Wheelchair Lifts

The Issue/Problem: There are multiple key-operated wheelchair lifts at UCSD. However, they are generally locked and inaccessible to persons with disabilities thereby preventing independent access to UCSD programs, service and facilities.

The Solution: Consider 1) Leaving them unlocked or 2) Having Physical Plant unlock them at 6:30-7:00 a.m. and relocking them at 10-11 p.m. each day.

The Benefits/Impact:

1. Increased disability access, independence, and customer satisfaction
2. Better coordination of services and of responses to benefit requests and claims

Recommended Approach: See above solution

Ownership: Physical Plant

Timeline: Short-term

Resource Requirements: TBD

Success Criteria: TBD

Disability Management Work Group (Attachment 9)

Name of Recommendation: Emergency Evacuation Procedures

The Issue/Problem: The need to assure that wheelchair lifts at buildings remain readily available/unlocked and in working order for use by UCSD community members with disabilities. Additionally, there is the need to establish central emergency evacuation plans and provide adequate resources to accomplish that goal in the event elevators become inoperative.

The Solution: Establish an effort within the campus community to develop an enhanced emergency evacuation plan for UCSD community members with disabilities in the event the elevators and wheelchair lifts become unavailable.

The Benefits/Impact:

- Enhanced building access to persons with disabilities
- Increased emergency evacuation capabilities
- Improved evacuation efficiency, safety and training

Recommended Approach: Environment, Health, and Safety (EH&S) and the Police Department (PD) should lead an effort within the campus community to develop an emergency evacuation plan for UCSD community members with disabilities in the event wheelchair lifts become unavailable. Designate Facilities Management (FM) as a "24/7" point of contact in the event a wheelchair lift is found locked. FM performs monthly inspections of all elevator lifts to assure they are in working order in addition to the annual state inspection. Purchase evacuation chairs and place them strategically across campus for use by emergency responders. Establish procedures for access equipment and evacuation chairs, and provide training on proper use for EH&S, PD and FM staff as a minimal requirement.

Ownership: EH&S, Facilities Management and Police Department

Timeline: Short to Medium-term

Resource Requirements:

Evacuation Chairs are approximately \$2,000 each

Monthly Inspections \$5,000/year

Success Criteria:

Established evacuation plans that consider these identified needs and provides for the required equipment, resources and training.

Disability Management Work Group (Attachment 10)

Name of Recommendation: Transportation Services

The Issue/Problem: Transportation and Parking Services currently offers lift-equipped transportation on their shuttle service vehicles between fixed route shuttle stop locations. However, some individuals also need transportation from door-to-door locations throughout campus. The Office for Students with Disabilities currently offers a limited amount of door-to-door transportation services, (daylight hours during the academic year), for students. A similar system has not been developed for disabled faculty, staff, and visitors.

The Solution: Provide a single service operator to provide door-to-door service transportation for extended hours, during the 12 month calendar year, for faculty, staff, students, and visitors.

The Benefits/Impact:

- Easier access to buildings and facilities
- Consistent compliance with regulatory mandates
- Enhanced ability to recruit and retain students, faculty, and staff with disabilities

Recommended Approach: Concentrate funding, equipment, and other resources in a single department to provide this function. Service could be provided by student drivers in carts via a 24-hours advanced web-based reservation service.

Ownership: Chancellor, Vice Chancellor, Student Affairs, and Vice Chancellor, Business Affairs.

Timeline: Short term.

Resource Requirements: \$ 75,000 per year for limited service.

Success Criteria:

1. Customer satisfaction with access
2. Decreased number of complaints

Disability Management Work Group (Attachment 11)

Name of Recommendation: Provide Faculty and Department Chairs an Advisor

The Issue/Problem: Faculty members faced with providing accommodations in the classroom are often unfamiliar with the legal requirements surrounding disability accommodations or process by which the faculty member and student may reach a decision on accommodation. This sometimes leads to frustration and a more adversarial process between faculty and student.

The Solution: Identify an advisor to assist faculty and department in evaluating and responding to student accommodation requests.

The Benefits/Impact:

- More consistent compliance with regulatory mandates
- Enhanced ability to recruit and retain students with disabilities
- A less adversarial process for determining accommodations, because faculty will feel as though they are not being forced to make decisions without adequate information and support

Recommended Approach: The CDMAC should consider the most appropriate individual on campus to provide this support to faculty and recommend an individual to the Chancellor

Ownership: CDMAC

Timeline: Short-term

Resource Requirements: Time and effort of the individual identified to serve as faculty advisor

Success Criteria:

1. More consistent compliance with regulatory mandates
2. Faculty satisfaction; greater understanding of their obligations and increased willingness to participate with student in determining appropriate accommodations

Disability Management Work Group (Attachment 12)

Name of Recommendation: Transitional Employment Program

The Issue/Problem: Managers and employees have expressed concerns that information and assistance regarding accommodation of temporarily disabled employees are fragmented and difficult to understand. Often, they have indicated that they need assistance in understanding the obligations and opportunities associated with return to work efforts. Presently, no comprehensive and integrated UCSD Transitional Employment Program procedures are in place.

The Solution: Implement a comprehensive and integrated Transitional Employment Program for temporary accommodation of employees with disabilities regardless of cause. Agreement to implement an integrated program will ensure that employees are able to continue or resume working appropriately when temporary accommodations are possible. The integration of work- related and nonworking-related illnesses and injuries will enable a less fragmented approach to job accommodation.

The Benefits/Impact:

- Efficient use of previously developed information
- Better understanding of prior recommendations' implementation progress
- Enhanced ability to recruit and retain employees with disabilities
- Better coordination of accommodation efforts
- Consistent compliance with regulatory mandates
- Enhanced productivity

Recommended Approach: Obtain agreement that the integrated procedures will be implemented jointly by the Human Resources Employee Rehabilitation Program and Environment, Health, and Safety Workers' Compensation Division through a collaborative approach, publicize the program resources and requirements, implement the procedures, and measure the talent and cost saving results.

Ownership: Vice Chancellor, Business Affairs, Assistant Vice Chancellor of Human Resources, and Director of Environment Health, and Safety

Timeline: 3 – 6 months

Resource Requirements: Staff time to publicize the procedures and provide assistance to managers and employees with disabilities

Success Criteria:

1. Customer satisfaction with access to services and benefits
2. Decreased number of complaints
3. Reduced number of lost time workdays

Disability Management Work Group (Attachment 13)

Name of Recommendation: Update the UCSD Disability Access Policy

The Issue/Problem: Policy and Guidelines related to disability accessibility are outdated and confusing.

The Solution: Update and revise PPM 200-9 Disability Access Policy and Guidelines and place procedures in Blink.

The Benefits/Impact:

- Improved compliance with regulatory mandates
- Greater understanding of University obligations and requirements
- Better coordination of responses and complaints
- Enhanced ability to recruit and retain students, staff, and faculty with disabilities

Recommended Approach: CDMAC should identify those individuals with expertise and solicit their input in the revision process, with oversight from the Committee. CDMAC could coordinate campus review of this disability policy.

Ownership: CDMAC

Timeline: Medium term

Resource Requirements: Time and effort of those individuals identified as necessary to re-write the policy and guidelines, as well as time and effort of the CDMAC committee members.

Success Criteria:

1. Greater understanding and use of disability policies, especially related to accommodations and complaint resolution
2. Decreased complaints
3. Customer satisfaction with accessibility of facilities, programs, and services

Disability Management Work Group (Attachment 14)

Name of Recommendation: Americans with Disabilities Act (ADA) Coordinator

The Issue/Problem: Presently, the campus has no single individual with authority or resources to ensure that UCSD is in compliance with the Americans with Disabilities Act on a comprehensive basis which cuts across faculty, staff, students, and access issues. Due in part to lack of coordination of access efforts, in 2004 UC Berkeley administrators agreed as part of a settlement of a class action suit, to pay more than \$660,000 in plaintiff legal fees and to appoint a single access coordinator to ensure that designated access improvements were accomplished.

The Solution: Consider appointment and implementation of a centralized coordinator who is authorized to work with pertinent UCSD administrators to not only ensure compliance with the ADA but take such other steps as are reasonable to achieve the purposes of the disabilities laws. Provide funding to enable ongoing learning opportunities for such a coordinator so he/she can remain current with regulatory and case law updates.

The Benefits/Impact:

- Easier access to classes, events, and performances
- Better understanding of access and accommodation responsibilities
- Enhanced ability to recruit and retain employees with disabilities
- Better coordination of accommodation efforts
- Consistent compliance with regulatory mandates
- Enhanced productivity

Recommended Approach: Arrange for an ADA coordinator to report directly to the Chancellor's Office regarding ADA compliance issues, including appropriate funding for such function.

Ownership: Chancellor

Timeline: Short-term

Resource Requirements: One FTE and \$3700/year for training, event fees and expenses.

Success Criteria:

1. Customer satisfaction with access to services and
2. Decreased number of complaints
3. Reduced number of lost time workdays

Disability Management Work Group (Attachment 15)

Name of Recommendation: Education

The Issue/Problem: Faculty and supervisors need to be provided with adequate training on issues relating to job and academic accommodation. In addition students may require additional education on housing accommodation, accessibility of classes, events, performances, and related issues.

The Solution:

1. Enhance training for department chairs, deans, faculty and supervisors regarding disability regulations, disability management responsibilities, and disability resources and services
2. Ensure that all staff and faculty with disabilities are referred to the Employee Rehabilitation Program for job accommodation and access coordination services
3. Ensure that all students with disabilities who make a request for accommodation are referred to the Office for Students with Disabilities for academic and housing accommodation services
4. Promote the use of accessible venues for classes, events, and performances and use accessible formats for publicity and announcements

The Benefits/Impact:

- Easier access to information, classes, events, and performances
- Better understanding of available services
- Enhanced ability to recruit and retain students, faculty, and staff with disabilities
- Better coordination of responses to complaints
- Consistent compliance with regulatory mandates
- Increased productivity
- Prevention of impairment

Recommended Approach: Employee Rehabilitation Program and Office for Students with Disabilities staff members provide additional learning opportunities through additional web-based informational and how-to pages, group presentations, and individual training options. Also, the Director of Housing and Dining Services and the Managers and Directors of the Programs of the Employee Support Services Team ensure that consistent referral protocols are followed.

Ownership: Manager of the Employee Rehabilitation Program, and Director of the Office for Students with Disabilities.

Timeline: 6-12 months

Resource Requirements: Staff time to prepare and present information and printing costs.

Success Criteria:

1. Customer satisfaction
2. Decreased risk of complaints

3. Decreased number of employee lost workdays
4. Student satisfaction with accessible housing

Disability Management Work Group (Attachment 16)

Name of Recommendation: Benefits Application Process

The Issue/Problem: There are multiple processes that often overlap and are redundant regarding the disability benefits application process.

The Solution: Consider developing a less complicated approach to applying for benefits for Short-Term Disability, Long-Term Disability, University of California Retirement Program Disability Income, Workers' Compensation, and Life Insurance Premium Waiver, perhaps through a common application form.

The Benefits/Impact:

- Increased customer satisfaction
- Better coordination of services and of responses to benefit requests and claims
- More efficient benefit and claims management
- Shorter cycle times

Recommended Approach: Form a small process team to review streamlining this process.

Ownership: Benefits, Risk Management and UCOP

Timeline: Long-term

Resource Requirements: Time for process review and estimated small monetary expenditures to revise processes/forms.

Success Criteria:

1. Use of common forms
2. Customer satisfaction with ease of application processes
3. More rapid provision of disability benefits to qualified applicants

Disability Management Work Group (Attachment 17)

Name of Recommendation: Disability Management Process Team Report

The Issue/Problem: There has not been a review of the completion of efforts to implement the recommendations of the Disability Management Process Team. Some recommendations have not been implemented.

The Solution: Conduct a follow-up review of the Disability Management Process Team Report.

The Benefits/Impact:

- Efficient use of previously developed information
- Better understanding of prior recommendations' implementation progress
- Enhanced ability to recruit and retain, employees with disabilities
- Better coordination of responses to complaints
- Consistent compliance with regulatory mandates

Recommended Approach: The Chancellor's Disability Management Review Committee (CDMAC) should designate subcommittee members to review the progress of recommendations implementation and identify the uncompleted recommendations. These should then be completed.

Ownership: CDMAC

Timeline: Short-term

Resource Requirements: The CDMAC members and the involved subject matter experts and administrators will need to dedicate adequate time to accomplish this. Additional resource needs may be identified during the review process.

Success Criteria:

1. Customer satisfaction with access to services and benefits
2. Decreased number of complaints.