If all of the work summarized in this inventory were to be transposed into a standard college catalog, it would reveal the outlines of a virtual university. This construct-campus, created and enacted entirely by University of California retirees, would be counted as one of the leading teaching and research institutions in the nation. For the citizens of California and its university system, it is UC’s eleventh campus.
CUCEA

The Council of University of California Emeriti Associations (CUCEA) is an organization composed of the Emeriti Associations of nine of the UC campuses: Berkeley, Davis, Irvine, Los Angeles, Riverside, Santa Barbara, Santa Cruz, San Diego and San Francisco. (The tenth UC campus, Merced, is relatively new and doesn’t have an Emeriti Association at present.)

CUCEA was founded in 1987 and it convenes twice a year. Its primary mission is to serve as an advocate for UC emeriti and advance the interests of the Emeriti Associations on their respective campuses. It has fostered close and mutually supportive relations among its member associations, as well as with all levels of the University’s governance, to the benefit of all. It also supports the teaching, research and service missions of the University of California.

CUCEA WEBSITE:
http://www.CUCEA.ucsd.edu

CUCEA OFFICERS, 2014-16

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Roger Anderson</td>
<td>UC Santa Cruz</td>
</tr>
<tr>
<td>Chair Elect</td>
<td>Richard Attiyeh</td>
<td>UC San Diego</td>
</tr>
<tr>
<td>Treasurer</td>
<td>William Parker</td>
<td>UC Irvine</td>
</tr>
<tr>
<td>Information Officer</td>
<td>Louise Taylor</td>
<td>UC Berkeley</td>
</tr>
<tr>
<td>Web Manager</td>
<td>Marjorie Caserio</td>
<td>UC San Diego</td>
</tr>
<tr>
<td>Secretary</td>
<td>William Ashby</td>
<td>UC Santa Barbara</td>
</tr>
<tr>
<td>Archivist and Historian</td>
<td>TBD</td>
<td></td>
</tr>
</tbody>
</table>

ACCOMPLISHMENTS OF UNIVERSITY OF CALIFORNIA EMERITI DURING 2012-2015:

- 537 were chosen for an honor or award
- 745 were involved in one or more community service activities
- 940 published journal articles
- 321 taught UC undergraduate courses
- 302 taught UC graduate courses
- 373 participated in formal mentoring programs
- 713 provided service to UC in various ways (committees, searches task forces, administration)
- 309 wrote books
- 759 presented conference papers
- 981 report they have works in progress
OVERVIEW

This report presents a summary description—an inventory—of the work and the achievements of more than 1600 UC emeriti over a three-year period from July 1, 2012, through June 30, 2015. The inventory enables a look at the sum and scope of the activity of retired UC faculty who responded to a survey conducted in the late fall of 2015.

Every three years, the Council of University of California Emeriti Associations (CUCEA) conducts a survey which attempts to reach all UC emeriti for the purpose of compiling information about their activities in retirement, especially as these activities relate to their academic careers.

A strong case can be made that the University of California’s national, as well as global, pre-eminence derives primarily from the work of its faculty. It is the research and creative achievement of the UC professoriate that over the recent decades has lifted the individual campuses—and hence the UC collectively—to the many top tier rankings that it presently enjoys. The inventory reported here follows up on this population, now largely in their retirement years.

What this inventory shows is that, during 2012–2015, in the aggregate, this group of University of California retirees has taught more than 2000 classes, has written more than 500 books and more than 3,000 articles. In addition, these UC emeriti have also been involved in hundreds of campus and community service efforts. Taken together, it is a record of accomplishment that would be the envy of most universities in the country. It is, in effect, a virtual campus—UC’s eleventh campus.

THE SURVEY

A more detailed account of the project’s methods is located at the end of this report. For the present purposes, a brief summary is presented here.

An estimated 6,250 UC emeriti were contacted and asked to participate in the survey. Most were contacted online and completed an online survey instrument. Individual campus emeriti associations managed their own contact rosters and entered the data for those (less than 10%) that were returned by mail. A total of 1619 surveys were completed and returned. A tally of the number of participants from each campus is presented in the Methodology section.

HONORS AND RECOGNITION

During 2012–2015, 537 UC emeriti reported that they had been selected for an honor, an award, or some other form of recognition.

The abundant recognition received by UC faculty across a range of fields and disciplines can be viewed as a set of independent validations of the claims that the University of California makes about the excellence of its faculty.

If peer review is the most rigorous standard for grant proposals and publication, peer review is an equally high standard when it comes to the recognition that is given to individuals and groups. The awards received from one’s peers are seen in academic circles as the highest level compliments.
To illustrate the breadth and scope of the recognition that UC retirees have received, consider this: One emeritus colleague, a Nobel Prize winner in a previous year, reports that he continues to receive current recognition (awards, honorary degrees) that follow from his Nobel recognition. Elsewhere, in other spheres of the space that society creates for awards, another colleague reports that she has been recognized for her work in a municipal museum, another has received a prize for fiction writing and one was named Volunteer Firefighter of the Year. Though the selection processes involved in these instances are clearly different and the award ceremonies can’t be compared, the satisfactions are no doubt genuine in all cases. There are many ways that colleagues express their respect for each other.

**LIFETIME ACHIEVEMENT**

In this inventory, the most frequently listed responses to the honors question can be sorted into a category that is commonly labeled as “lifetime achievement.” Recognition in this area was noted by 197 respondents. Though they carry by various titles, these are the awards that typically are given by academic/professional societies and they are given to their most distinguished colleagues. Most often they are recognizing a body of work or, in other instances, contributions of leadership to their respective fields. A number of the respondents in this survey report having earned more than one lifetime achievement award.

**HONORARY DEGREES & FELLOW APPOINTMENTS**

During this three-year span of time, 24 respondents received honorary degrees—a few of them earning degrees from more than one institution. Forty-two individuals were awarded the status of Fellow by their colleagues in academic and professional societies.

A more detailed account of the many ways that more than 500 UC emeriti gained recognition during 2012–2015 is beyond the purpose and scope of this report. In brief, however, a number of them were recognized for service at the campus level and others were honored by their schools and colleges. Some department-level awards were also reported. Others were honored by one or more of the following: endowed chairs, festschrifts, conferences, commemorative books, scholarships and prizes, commemorative rooms and awards.

**SCHOLARSHIP AND PUBLICATION**

During 2012–2015, more than 900 UC emeriti reported that they have been writing and publishing. Below is a summary.¹

<table>
<thead>
<tr>
<th>Number of EmEriti Who Are Writing</th>
<th>Number of Works Produced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journal articles</td>
<td>940</td>
</tr>
<tr>
<td>Books</td>
<td>309</td>
</tr>
<tr>
<td>Book chapters</td>
<td>481</td>
</tr>
<tr>
<td>Conference papers</td>
<td>759</td>
</tr>
</tbody>
</table>

The energy that compels a continuing interest in research and writing is arguably the purest when the standard institutional rewards (merit advancements and promotions) are no longer relevant. At this point, the work is done because it is challenging; it is interesting; it is important. The ongoing work of hundreds of UC retirees can be described by these sentiments.

**Publication during 2012–2015**

This survey sought to develop an inventory of the amount of research and publication activity the emeriti have been doing in retirement. The question was asked “Have you published in your field/profession during 2012–2015?” The replies reveal that a massive contribution to scholarship is still being made by UC emeriti.

The findings reported here are impressive. They will likely even be surprising to many readers, although less so for the emeriti associations. They have conducted earlier versions of these surveys. They have produced similar findings.

By way of examining the publication data more closely, a look at the “more than 4” response
category is especially impressive. Here, 366 emeriti report that they produced more than four journal articles, 77 wrote more than four book chapters, 321 presented more than four conference papers and 21 wrote more than four books.

These findings indicate in a compelling way that, for hundreds of UC emeriti, in spite of formal retirement, their work goes on. More will be said on this below in the section on work-in-progress.

The dedication to scholarship and the sharing of findings with colleagues cannot be fully expressed in the above numbers but it most certainly can be inferred. In addition, several hundred of the people responding on the topic of their scholarship wrote comments as well, many of them expressing enthusiasm for their work and pride in their ongoing productivity. A content analysis of these texts is beyond the scope of this report. However, it can be instructive to sample the activities of a few of the hyper-productive emeriti colleagues.

One writes “still publishing original work in peer-reviewed journals. 17 papers; 2012-present.” Another seems to worry less about peer review: “I have written over 200 articles in the last four years on my [campus-noted] blog.” A writer in a different field says “I published over 50 papers from 2012 till 2015. I gave over 20 invited conference lectures during that period.” Another talks about 26 peer reviewed manuscripts and 3 invited chapters.

Very likely anticipating the future of scholarly publication, one emeritus writes “I operate a gigantic educational website that gets lots more readers than any of my printed publications ever did…. Probably none would ever have read my officially published stuff.”

WORK IN PROGRESS

981 emeriti (61% of the respondents) said they currently have work in progress.

This survey also sheds some light on the enduring nature of interest that UC emeriti have in their scholarship and publication. Respondents were asked if they have any academic publications or presentations in progress and 981 individuals (61% of the total) answered affirmatively.

The summary table below adds additional detail to this profile of UC emeriti productivity. It shows that 77% of those who have retired in the past five years have research/publication work in the pipeline compared with 61% of those who retired in the five years before that (2006–2010). This slope continues for the next 5-year cohort and then seems to settle at about 50%.

<table>
<thead>
<tr>
<th>Retirement Year</th>
<th>Emeriti With Work in Progress</th>
<th>Number in Cohort</th>
<th>Percent of Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011–2015</td>
<td>360</td>
<td>471</td>
<td>77%</td>
</tr>
<tr>
<td>2006–2010</td>
<td>286</td>
<td>468</td>
<td>61%</td>
</tr>
<tr>
<td>2001–2005</td>
<td>133</td>
<td>259</td>
<td>51%</td>
</tr>
<tr>
<td>1996–2000</td>
<td>46</td>
<td>99</td>
<td>47%</td>
</tr>
<tr>
<td>1991–1995</td>
<td>144</td>
<td>279</td>
<td>52%</td>
</tr>
<tr>
<td>Before 1991</td>
<td>12</td>
<td>43</td>
<td>28%</td>
</tr>
</tbody>
</table>

A plausible interpretation of this slope is a “momentum hypothesis,” that many faculty at retirement still have graduate students who are finishing up, labs that still have projects ongoing, grants with time remaining and similar kinds of projects. These commitments are gradually completed in the years just after formal retirement.

In some respects, the most remarkable finding that is evident in this summary is that the gradual slope flattens out in about fifteen years to around the 50% level. Beyond this, hundreds of UC emeriti remain engaged in their research and writing even after 15–20 years of retirement.
CREATIVE AND ARTISTIC ACTIVITY

501 emeriti reported accomplishments in artistic or creative activities.

For many faculty with appointments in the arts, this is a continuation of their teaching and research. For others, it is the rekindling of a latent interest or a pursuit of some new territory that is available to them in their leisure. The activities could be as modest as taking lessons on the cello or as ambitious as writing a novel. A small sample of the written responses reveals activities such as playwriting, artistic wood-turning, curating museum shows, medical journalism, film-making, playing in musical groups, drawing classes, guitar making, stand-up comedy, fiction writing, boat building, photography, tapestry weaving—and the list goes on.

One performing artist who deserves to be mentioned here is the emerita who has been skating in the Holiday Ice Show in San Francisco for the past three seasons.

PERFORMING ARTS

In the performing arts, 43 emeriti report being involved in theater. A number of playwrights have had their works presented, others have worked as directors or actors—many on multiple occasions. Others, 96 of them, cited participation in music—orchestras, bands, jazz groups, choruses, choirs, and the like.

MUSIC

Ninety-six UC emeriti indicated they had taken part in musical performances and two-thirds of the people in this group have performed on multiple occasions. Orchestras, jazz and classical music ensembles are commonly cited.

WRITING

On the literary side, 121 emeriti report on their accomplishments as writers. Books of poetry, science fiction novels, biographies, family histories—all of these are represented. Fifteen of the respondents have completed more than three projects in the past three years and 39 have produced more than three.

EXHIBITS AND SHOWS

In the area of exhibitions and art shows, 104 people report on their participation, many of them a number of venues. Examples are abundant. One emerita notes that her quilts have been entered in national exhibits; another colleague reports on a published book featuring his photography and an exhibition of his work in Canada. Others have shown their paintings in galleries.

TEACHING

During 2012–2015, emeriti taught more than 800 UC undergraduate courses and 700 graduate courses. Translated into full-time equivalents, this is more than 400 full-time faculty.

Even in retirement, many UC emeriti are continuing to be substantial participants in the teaching mission of the University of California, both at the undergraduate and graduate levels. In addition, a number of them taught courses on other campuses. Below is a summary of this reported activity during 2012–2015.

<table>
<thead>
<tr>
<th>Courses Taught</th>
<th>No. of Emeriti Who Taught</th>
<th>Number of Courses Taught</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC undergrad</td>
<td>321</td>
<td>866+</td>
</tr>
<tr>
<td>UC grad</td>
<td>302</td>
<td>739+</td>
</tr>
<tr>
<td>Other campus undergrad</td>
<td>64</td>
<td>171+</td>
</tr>
<tr>
<td>Other campus grad</td>
<td>100</td>
<td>259+</td>
</tr>
</tbody>
</table>

UC UNDERGRADUATE COURSES TAUGHT

Some of the respondents were called back to duty by their departments to help fill a gap in staffing while others returned to teach classes that had been their specialties. Of the 321 people who taught courses for undergraduates during this time, 129 reported that they taught four or more.
UC GRADUATE COURSES TAUGHT
The emeriti contribution to graduate level education is comparable. Here, 302 survey respondents report that they taught graduate-level courses during the 2012–2015 period.

Again, the open-ended response data reveal that a number of them were enlisted to fill gaps in curricula.

TEACHING ON OTHER CAMPUSES
A total of 64 respondents reported that they taught undergraduate courses on other campuses and 100 individuals (some of these are the same people) said that they taught graduate level courses on other campuses. A caveat that should be noted on these findings is that some respondents indicated that, although they had retired from the UC, they had gone on to accept faculty positions at other universities.

FULL TIME EQUIVALENT TEACHING
One way to highlight the aggregate amount of teaching done by emeriti during this three-year period is to index it according to established patterns for full-time-equivalent (FTE) teaching loads. Individual campuses vary to some extent in their practices on this matter, but it is possible to derive a reasonable estimate.

The combined total number of UC courses taught by emeriti during 2012–2015 is more than 1,605. To illustrate what this means in terms of full time faculty, assume that a typical FTE teaching load is 5 courses per year (and this is probably extravagant—the figure is likely somewhat less than this). Given this index, the emeriti supplied the equivalent of more than 335 faculty members during 2012–2015 to University of California classes.

When the work of an additional 84 FTE faculty (420 courses taught by emeriti on other campuses) is combined with the UC total, the figure is even more impressive. During this three-year period, UC emeriti made teaching contributions equivalent to 419 full time faculty.

MENTORING
UC emeriti are well qualified to be mentors. Mentors are universally understood to be individuals whose experience and competence make them uniquely valuable as advisors as well as teachers. Their knowledge typically derives not only from their experiences but also their perspectives. For some mentees, they are career-track advisors or counselors; for others they are role models.

When asked if they had served as mentors during 2012–2015, 736 emeriti reported that they had served in informal roles such as those cited above.

Additionally, 373 emeriti indicated that they had been involved in established mentoring programs. These programs are dispersed throughout the UC campuses. Some are intended to support a particular cohort on campus (e.g., new faculty, under-represented students, graduate students, etc.). Other programs are situated at the college or unit level.

OTHER PROFESSIONAL ACTIVITY
Academic retirees can find a number of avenues to pursue if they are interested in continuing or expanding their professional involvement. When respondents were asked about their involvement elsewhere more than 1000 individuals indicated some level of participation. The summary below indicates the range and extent.

<table>
<thead>
<tr>
<th>AREAS OF ACTIVITY</th>
<th>NUMBER OF EMERITI PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurial/business</td>
<td>148</td>
</tr>
<tr>
<td>Consulting</td>
<td>547</td>
</tr>
<tr>
<td>Academic/Professional society</td>
<td>196</td>
</tr>
<tr>
<td>Editorial position</td>
<td>402</td>
</tr>
<tr>
<td>Administrative/management</td>
<td>128</td>
</tr>
<tr>
<td>Other</td>
<td>249</td>
</tr>
</tbody>
</table>
CONSULTING AND ENTREPRENEURIAL

Outside of the academic world, consulting is one of the primary opportunities for many professors and 547 Emeriti indicated that they had done consulting work during 2012–2015. This was the most common response to the question about outside involvement. Among the 148 who indicated participation in entrepreneurial endeavors, consulting was often mentioned as well.

EDITORIAL POSITIONS

More than half of those reporting on other professional activity, 412 people, indicated that they had been engaged in various levels of editorial activity during this period. A review of the remarks they added indicates that they have been serving as editors, editorial board members and manuscript reviewers, mostly in academically-related contexts.

OTHER OUTSIDE INVOLVEMENT

Of the 249 emeriti citing other kinds of professional involvement, the most commonly cited role (24%) was various forms of assessment review. The range here includes, program review (for agencies and offices), proposal review (for grants) and editorial review (for publication). The second most commonly cited category (13%) was board service. There is a convergent validation here because similar responses show up again on the community service question. Many emeriti are serving on boards related to their academic professions as well as boards of community groups, nonprofit organizations and corporate boards.

HEALTH SCIENCES

Emeriti colleagues working in the health sciences comprise 27% of those responding to this survey. They answered two specific questions about their level of professional involvement since retirement. A total of 52% of them reported that they are maintaining their licenses to practice. Also, 29% reported that they are still doing clinical work. When this information is parsed out according to time of retirement, it shows that the most professionally active respondents are those who have retired most recently. Below is a profile of this information as it is linked with time of retirement.

<table>
<thead>
<tr>
<th>Retirement Year</th>
<th>Number Retired</th>
<th>Maintaining Licenses</th>
<th>Doing Clinical Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-15</td>
<td>134</td>
<td>64%</td>
<td>37%</td>
</tr>
<tr>
<td>2006-10</td>
<td>131</td>
<td>54%</td>
<td>36%</td>
</tr>
<tr>
<td>2001-05</td>
<td>80</td>
<td>50%</td>
<td>21%</td>
</tr>
<tr>
<td>1996-00</td>
<td>34</td>
<td>41%</td>
<td>16%</td>
</tr>
<tr>
<td>1991-95</td>
<td>53</td>
<td>36%</td>
<td>17%</td>
</tr>
</tbody>
</table>

These figures, however, do not tell the complete story of the health science post-retirement involvement in their respective fields. It is well beyond the scope of this project to examine this matter, but the anecdotal evidence in other sections of the survey make it clear that many individuals are still making presentations, teaching, making rounds, serving as mentors, attending conferences and the like.

CAMPUS AND COMMUNITY SERVICE

- 713 emeriti were involved in UC service during 2012–2015.
- 745 emeriti were involved in community service during 2012–2015.

SERVICE TO THE UNIVERSITY

As expected, many UC emeriti are still connected to their campuses through their service work. A total of 713 respondents (44%) indicated that they had been involved in some kind(s) of service on their campuses or the UC system during 2012–2015. The table below shows how this involvement is sorted out by levels.

<table>
<thead>
<tr>
<th>Area of Service</th>
<th>Number of Emeriti Who Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC system</td>
<td>187</td>
</tr>
<tr>
<td>Campus level</td>
<td>417</td>
</tr>
<tr>
<td>College/Dept. level</td>
<td>450</td>
</tr>
</tbody>
</table>
SERVICE OUTSIDE THE UNIVERSITY—STILL ACTIVISTS

An impressive 46% of the survey respondents, 745 individuals, reported that they are still activists; involved in volunteer work in their local communities and elsewhere. Their individual comments reveal a commitment to a diverse array of purposes.

Some people are helping through their volunteer physical labor, others by providing various kinds of social support (e.g., care-giving, visiting, driving, delivering, counseling) still others by offering their expertise pro bono, and others by giving their time as leaders and managers. The most commonly occurring term in the brief descriptive accounts these volunteers offer may seem surprising at first. It is the word “board.” This word frequency method, though, helps to clarify further: the second, third and fourth most commonly-appearing terms in the emeriti remarks are “volunteer,” “local,” and “community.”

One hundred thirty-one emeriti report that they have served on leadership boards in their communities. Examples of board service include libraries, community nonprofit services, museums, hospitals, local government agencies, environmental groups, schools, arts/music/theater entities and churches. Approximately a third of the respondents had served on two or three boards during this time and one person indicated that he had been on six.

ADDITIONAL INTERESTS

The final question of the survey invited respondents to describe briefly any other of their activities during the 2012–2015 period that they felt may be of interest.

The responses were, in many respects, those that are typical of any group of retirees, especially those in the professions. People have more discretionary time and they are using it to pursue other interests, ones beyond the academic domain—travel, family, personal growth, recreation, and hobbies.

Still, the most persistent broad themes that emerge in the “may-be-of-interest” category are two: research and education. Respondents add further information of interest about such things as their ongoing projects, their work with former students, their writing, their teaching. For hundreds of them, once a professor, always a professor.

THE ELEVENTH CAMPUS

If all of the work summarized in this inventory were to be transposed into a standard college catalog, it would reveal the outlines of a virtual university. This construct-campus, created and enacted entirely by University of California retirees, would be counted as one of the leading teaching and research institutions in the nation. For the citizens of California and its university system, it is UC’s eleventh campus.

ENDNOTE

1 Many individual replies exceeded the survey’s capacity for more specific tallying at the high end of the scale. The survey didn’t anticipate the very high levels of productivity of so many individuals and thus doesn’t allow for a precise reporting/tallying of respondents who indicated a “more than X” reply.

A “more than 4” response, for example, could be 5 of the items cited (e.g., articles published or courses taught) but it could also be a larger number. In many cases it is a larger number, as abundantly revealed by an examination of the open-ended responses.

In all instances discussed in this survey, the reported findings will use the most conservative numbers. They are more than sufficient to convey the story of emeriti productivity.
Methodological Notes

A 19-item standard survey formatted for online participation was prepared and distributed using Survey Monkey. A copy of the survey can be found at the CUCEA website: [http://cucea.ucsd.edu](http://cucea.ucsd.edu).

Each of the nine individual UC emeriti associations managed its own survey distribution process and made its own appeals to emeriti for participation. An exact number of emeriti who were contacted is not available, although a reasonable estimate is 6,250.

Emeriti were contacted either by regular mail or by email, depending on their stated preference for receiving information about emeriti affairs. Those contacted by email were encouraged to participate in the study and given a link to an online Survey Monkey survey. Those emeriti who stated a preference to use standard mail received a printed version of the online survey along with a stamped return envelope.

Mailed surveys were returned to the local campuses and the information on them was transcribed into the Survey Monkey database.

Acknowledgments

Recognition and thanks should begin with Chuck Berst of UCLA, who pioneered earlier versions of this survey project (in those days called “The Biobib”). Health issues kept him from being an active participant, but his guiding spirit was felt throughout this effort.

Marjorie Ahl and Sue Barnes of UC Davis provided technical competence, solid advice and good-natured moral support from start to finish. This project couldn’t have gotten off the ground without them. Staff members from all of the campuses were invaluable in managing local logistics and responding steadily to requests for information. They are Cary Sweeney and Kris Thornton (Berkeley), Deanna Agneta (Davis) Jeri Frederick (Irvine), Ragini Gill and Jonathan Bates (Los Angeles), Alyssa Cotter (Riverside), Debra Martin (Santa Barbara), Becky Skinner (Santa Cruz), Suzan Cioffi (San Diego), Louis Gutierrez (San Francisco). Thanks goes also to local campus Emeriti Association officers (names listed elsewhere in this report). Errors of omission and commission can be attributed to the undersigned.

John Vohs
UC Davis

### Campus Participation:

<table>
<thead>
<tr>
<th>Number of Surveys Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC Berkeley</td>
</tr>
<tr>
<td>UC Davis</td>
</tr>
<tr>
<td>UC Irvine</td>
</tr>
<tr>
<td>UC Los Angeles</td>
</tr>
<tr>
<td>UC Riverside</td>
</tr>
<tr>
<td>UC San Diego</td>
</tr>
<tr>
<td>UC San Francisco</td>
</tr>
<tr>
<td>UC Santa Barbara</td>
</tr>
<tr>
<td>UC Santa Cruz</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>
CAMPUS EMERITI ASSOCIATIONS
2015-2016 Presidents and Campus Websites

BERKELEY
Website:  http://retirement.berkeley.edu/ucbea
President:  Sheldon Zedeck

DAVIS
Website:  http://emeritiassociation.ucdavis.edu
President:  Lyn Lofland

IRVINE
Website:  http://retirees.uci.edu
President:  William Parker

LOS ANGELES
Website:  http://www.errc.ucla.edu
President:  Betty Chang

RIVERSIDE
Website:  http://emeriti-retirees.ucr.edu
President:  Anthony Norman

SAN DIEGO
Website:  http://emeriti.ucsd.edu
President:  Henry Powell

SAN FRANCISCO
Website:  
President:  Michael Thaler

SANTA BARBARA
Website:
http://hr.ucsb.edu/retirees/emeri-servicingbenefits
President:  W. Douglas Morgan

SANTA CRUZ
Website:  http://emeriti.ucsc.edu
President:  Michael Nauenberg