

Questions

Housing

What efforts are underway for faculty and staff housing?

What tangible solutions will UCSC provide to address the rising number of unhoused students within the next 6 months? What tangible solutions will UCSC provide to address the rising number of unhoused staff within the next 6 months?

What is UCSC doing specifically to address homelessness amongst our staff and student populations?

With the acknowledgement of the Housing Market in Santa Cruz being the second highest in the State, second only to San Francisco, what type of efforts are being made not only for student housing but also staff housing? How can we expect support for both our current staff and new staff with housing accessibility and infrastructure as well as generally with competitive wages for living costs?

What is the University doing actively, now, to make sure that employed UCSC staff do not have to choose to move away from their jobs and pension plans to keep their children in safe functional housing?

What is the campus doing to address the unmanageable cost of living in Santa Cruz and the low salaries that don't allow staff to reasonably rent, let alone purchase, housing?

The housing market is impacting our ability to attract and retain qualified staff in frontline positions. This also impacts workload for current staff. What action is the campus taking to meaningfully address this situation - one that is only a single paycheck away from an immediate and absolute crisis for our front line staff?

What actions are being taken immediately to address the housing crisis for employees, especially considering on-campus housing options? How are the new faculty planned to be hired in the 100-faculty hiring initiative going to be housed in Santa Cruz? How will we recruit and retain competitive faculty without reasonable housing options anywhere near campus?

Do you have any resources for staff members looking for affordable housing in the Santa Cruz area? One of my biggest concerns about working for UC Santa Cruz is being unable to find safe, affordable, and stable housing in the area.

We hear so much about lack of housing for students and faculty - what about staff? There is no provision other than temporary, which is intended for people moving here for new jobs, rather than those of us already living in housing poverty here.

What are you doing to address the urgent student homelessness problem in a direct and quick way?

What are we doing to support students experiencing houselessness, and living out of their car?

Why does the school admit more students than it can house? Enrollment numbers should be going down, not up.

What is the status of Ranch View Phase 2 and other efforts to address the lack of affordable housing for faculty and staff?

Can Terrace Ranch II be smaller units for Faculty & Staff - maybe triple the housing units from 39 to 117?

You mention building employee single family homes. For those who can't afford to buy, what are you doing to address affordable employee rental housing - rental subsidies, etc?

You provided rental subsidies for grad students after they held a strike. Would you consider similar rental subsidies for represented staff who are not part of the equity program and cannot afford housing costs or even find housing that will accept them in SC county?

For employees we are forming an implementation committee to move ahead with Ranch View Terrace 2. This will add 39 employee homes. As with student housing we are also looking at several off campus opportunities in either existing or planned developments. We have less ability to provide direct services to non-student employees, however our staff equity program and our continued efforts to increase pay, allow fair remote work policies, and improve transportation are all intended to help support employees who are facing the challenges of our California housing market. In addition to Ranch View Terrace 2 and off campus housing opportunities, we are also looking at programs that offer support and assistance to employees in purchasing homes.

For students, the campus has an emergency housing program managed through Slug Support and in coordination with other basic needs efforts. Any student that is facing houselessness or housing insecurity is encouraged to reach out to Slug Support. Slug Support can place a student in emergency housing on campus or in a hotel off campus depending on what is available and most appropriate in any given situation.

Students can be placed for up to 30 days. Once placed a student receives wrap around case management from one of our case managers in Slug Support during which they may also receive additional support with unmet need (e.g. food insecurity) as well as support with finding a sustainable, long term solution to housing challenges. Additionally, Slug Support provides direct financial assistance for those who may need assistance with a housing deposit or other housing related needs. Additionally, the Dean of Students Office, in coordination with SUA, offers off campus legal consultation services through a local law firm. Students can sign up to get consultation about lease agreements or predatory landlord practices that may also be contributing to housing challenges.

We are asking the Regents' for approval to move ahead with Kresge Phase 2. Between Phase 1, nearly complete, and Phase 2 we will add 625 new student beds. In addition, as the result of the state grant for Kresge Phase 2 we are making 320 reduced rate student beds available across all colleges.

Will there be any additional home buying assistance programs for staff? On Sept 8th Landed participants received a letter stating due to high demand and increased uncertainty in our metro area they are no longer able to provide down payment assistance at this time.

Given the volatility in the real estate market and increased risk for investors, securing investments to renew the Landed down payment fund has proven challenging and they have implemented a waitlist for the down payment program.

We will continue to explore any additional options that may become available.

There has been an increase in harassment from faculty towards staff, especially regarding the housing crisis and CHES' response. What is UC going to do to protect workers from a crisis they are mitigating, but have no power to fix?

No employee should harass or bully another employee. It is not acceptable. Employees who are experiencing harassment should report to their supervisor, to Staff Human Resources or to Academic Personnel so that these issues can be handled directly.

In January, the University of California will release a systemwide policy to prevent abusive conduct and the process for reporting such conduct will be shared with the campus closer to the release of the policy.

Compensation

What are your plans to address the cost of living for staff? At the very least staff should have a COLA every year. And the COLA should be tied to the true cost of living in Santa Cruz.

Going forward, what plans does UCSC have to bring the many long term staff still in the bottom 25% of their pay bands up to more equitable levels?

Given the commitment of our campus to social justice, what is our leadership planning to do about the wage differences that exist here?

Our pay is significantly lower compared to other campuses in areas with similar cost of living. Those of us who work and live in Santa Cruz County are at a deep disadvantage with the rapid increase in hiring remote staff who can work from other locations where the cost of living is drastically lower. Your workers are literally priced out of the community. How do you plan to meaningfully address the unjust pay at our campus?

We've had three people leave our department since the beginning of the quarter because of low pay. This isn't sustainable. What can we do?

What is the Chancellor doing to address the underpayment of advisors on our campus and the inequity of advisor pay across divisions?

Now that equity adjustments were made last year for Professional Staff and have essentially evaporated with Inflation and turned salaries into the negative relative to the cost of living will the UC system and SHR be instituting revised adjustments to account for this loss? Thank you.

What concrete actions are taking place regarding salary equity across the university as well as retention efforts/initiatives for staff? What are we doing to keep our folks and to keep them well and affirmed?

Unfortunately, the university does not receive funding based on inflation or the cost of living in the area. We were grateful that President Drake approved a 4.5% increase for policy covered staff that was implemented in July 2022, but unfortunately those kinds of decisions are not directly funded by the system. We do not know what level of increase President Drake may approve for this July. This salary increase builds on the \$5.5 million allocated in our three-year staff equity program. We are one year into our three-year salary equity program. Our three-year program is designed to target employees whose salaries are furthest below market, and is predominantly impacting employees in lower salary grades.

The planning and implementation of the 2nd year of the non-represented 3 year

equity program has started. Effective dates are 12/25/2022 for Bi-weekly paid employees and 1/1/2023 for Monthly paid employees. Additional communications will be sent in early December and we will continue to assess that program and its efficacy.

The only long term solution that will better support employee housing is for the university and SC community to build housing. While many people argue that UC Santa Cruz sets the cost of housing in town, that is simply untrue. Decades of insufficient building in the city and the county have created a housing crisis and those same policies are impacting the entire state. There are no quick solutions to these issues though and our salary equity program and compensation philosophies are both aimed at paying employees closer to market rates.

We are unable to retain highly qualified staff in the vital front line positions (Housing / CHES) because their compensation is inadequate for our housing market. Staff salaries at UCSC are among the lowest in the UC system despite the fact that we live in the second most expensive region of the country. NONE of the staff in my department make even 1/2 of enough money to rent a studio apartment. The so called "Staff Equity Program" does little to address the problem and in fact many unrepresented staff would be better compensated if they quit their job and were then rehired. High paying administrative and faculty positions are being created like hotcakes, but little is ever done for staff. When is UCSC actually going to provide a living wage for all its community?

UC Santa Cruz is very careful in how we choose to hire new administrators and work to do so in alignment with our values and needs. We are working to increase the number of faculty members on campus because we have historically had fewer faculty per student than other UCs. That has not been true of our staff numbers and our efforts to be more efficient and effective also mean exploring the balance of staff in different areas.

Why can the faculty equity program be implemented all at once while the staff have to wait 3+ years to receive equity increases that are a fraction of the size of what faculty receive?

Why were the 10/14/22 faculty equity increases given all at once while the staff equity increases are taking 3 years to complete?

Why are salary increases happening incrementally over a period of years?

Are there additional across the board COLAs coming for staff in the current year to help manage the ongoing inflation we are facing?

What are your plans to address the cost of living for staff? At the very least staff should have a COLA every year. And the COLA should be tied to the true cost of living in Santa Cruz.

Faculty members received a 4% increase this year and non-represented staff members received a 4.5% increase in addition to any increases they received from the first round of the salary equity program.

We are not receiving funding for the salary equity program. The plan was created based on revenues we expect to receive over a three year period such as through tuition stability plan and small incremental increases in other campus revenue sources. We cannot spend money that we do not yet have and thus cannot implement the program all in one year.

If increases are approved by the Office of the President, UC Regents and the state budget, staff will receive either a merit increase or a general increase. This is separate and distinct from the three year non-represented staff equity program. The UC System does not have a COLA increase for non-represented staff.

What have you specifically done to advocate for underpaid staff and homeless students to UCOP and/or the UC Regents?

The Chancellor is always advocating for our entire campus. The money that is funding the salary equity program was advocated for by campus leadership. Chancellor Larive has collaborated with the Office of the President to support our systemwide budget request that included a 5% increase this year and a tuition stability program that will create ongoing increases in our total funding. We have also worked to help the system recognize the need for guardrail funding that allocates more equitable funding per student to those campuses like UC Santa Cruz that have been historically underfunded.

How can I be evaluated as Consistently Exceeding expectations for 7 of my 10 years as a UCSC employee and be denied a 5% Equity Pay increase, especially during a critically financially challenging time in our state and country? How will you keep the campus staffed if you allow your department heads to play favoritism and politics with people's livelihoods?

This sounds like a fairly specific issue that should be discussed with your employee labor relations analyst. Equity increases are considered by the Staff Human

Resources compensation team.

Some staff were getting 5%+ Pay for Performance raises each year with high yearly evaluation scores. Now with the 4.5% across the board raises some people who usually get more than 4.5% feel this is a pay cut.

This sounds like a fairly specific issue. Staff Human Resources would be happy to discuss this with those directly impacted.

The UC Path system bugs have created overpayments for staff, faculty & students. Why are faculty overpayments waived and others not?

Periodically overpayments do occur for a variety of reasons, but we track and collect overpayments that are brought to our attention. We appreciate having this brought up so that we can ensure our practices align across the university.

Staffing Levels

Much has been said about increasing salaries but for many of us in certain Divisions we do not have enough staff to support our growing departments and constant changes with pandemic/UC systems have caused more work. Staff are chronically overworked and understaffed, so they leave their positions, then the others absorb the work, burn out, and the cycle continues. What is being done to address the staffing shortages many departments are facing?

What is the university doing to INCREASE staffing levels? Not just be fully staffed, but to increase staffing levels as to be more representative of our increased student populations.

It's difficult to speak directly to this issue without knowing which divisions are being referred to. The salary equity program is meant to support retention and help with staffing levels. Leaders across the institution are responsible for maintaining appropriate staffing. We recently saw significant staff loss in CHES and we used an innovative hiring event to recruit 60 new staff members in a single day.

We've worked hard to recruit and appropriately staff PPDO and facilities as well to ensure that we have the staff we need in these critical areas.

As we see more of these State, UC and campus initiatives in support of student success, basic needs, research, 'experiential learning', etc. tied to financial awards to students, they directly impact Financial Aid & Scholarships administrative unit both in volume and complexity, especially in scholarships. When will we start to see acknowledgement of this additional business need (trained staff in scholarship administration) included in programs' strategic plans so that the overall ecosystem of these initiatives is holistically supported making them strong enough to be successful in reaching the intended populations positively and in a timely manner?

The past two years have been unique in the history of our campus in terms of the volume of new programs and regulations related to financial aid, and the Office of Financial Aid and Scholarships (FASO) has worked to reorganize and redesign processes to support these changes. We are dedicated to ensuring the quality operation of FASO, as such, we allocated funding for a new Financial Aid Systems Analyst position to support automating award processing for new and existing programs and a new Senior Business Analyst position. Both new positions are going through the recruitment process.

Remote Work

How are you ensuring there is equity with telecommuting options across the divisions?

Telecommuting/remote work opportunities are not equal - they are different for each department. Should it not be by the job description - if your job can be done remotely or by telecommuting? Currently, supervisors are denying it by departments.

Given the cost of living in or near Santa Cruz, the high cost of gas, is now really the time to require employees to incur these costs and return to work? What will that do to staffing?

Fostering a collaborative, successful flexible work environment requires intentional effort by both employees and supervisors/managers. Supervisors/managers should encourage their teams to practice self-awareness, and assume positive intent.

Ultimately, the decision is at department/management's discretion and must take into consideration numerous factors, including specific job duties, the nature of the work performed, operational and business requirements, and impact on the department.

Will the campus be issuing an office space use policy (use it or lose it) now that so many people are working remote?

We have instituted a University Space Committee that will be assessing and proposing policy around space usage on campus to ensure effective space usage. Ideally, if you are working remotely 3 or more days per week, then a shared work space should be utilized.

HR/Leadership

Is there anything you can share about the Chief Human Resources Officer Position?

Patricia Hardaway joined UC Santa Cruz as acting CHRO through The Registry, an interim placement firm for U.S. higher education institutions. The Registry is a selective membership-based firm that provides higher education organizations with potential candidates who have had successful careers as vice chancellors, deans, vice presidents, and presidents. The permanent replacement for this position will be through an open recruitment, once the new VC FOA is on board.

Could you please address the clery act changes in terms of confidential resources such as CARE?

This issue is still being worked on by a working group convened by the Ethics, Compliance and Audit Office at the Office of the President. I hope they'll have more to share soon and I'm grateful to the representatives from across the system who are doing this work including Ombudspersons, CECOs, Title IX Officers, and CARE Directors.

What is Cindy's vision for the campus 10 years from now?

We hope to make immense progress on our campus wide goals: Advance student success by improving retention and graduation rates and closing equity gaps; Increase UC Santa Cruz's research profile and impact; Foster an inclusive campus climate that embraces and values diversity and equity; Improve efficiency, effectiveness, resilience and sustainability. [Leading the Change: the UC Santa Cruz Strategic Plan](#) will give us guidance on achieving these goals.

Can you talk about the classification for hiring and how it impacts things such as vacation accrual rate? Why do some employees accrue vacation at different rates?

The amount of vacation earned is determined by your classification, years of qualifying service and hours on pay status. For more information, please refer to the [Absence from Work Policy](#) or your specific [collective bargaining agreement](#) and

[Leave Accrual Factors: Monthly & Biweekly Paid Staff Employees](#)

- Professional and Support Staff (PSS)
- Senior Management Group (SMG)
- Managers and Senior Professionals (MSP)

Is it possible to speak to the impact on covered employees from the expired union contract? Specifically, are we now free to pursue reclassifications and/or non-covered positions within our unit?

If re-classes within the bargaining unit are sought, that would not be possible under an expired contract because we have to maintain the status quo. This means that any changes to terms and conditions of employment would have to be by agreement with the union, and typically the union is not amenable to this while we are out of contract.

Will you please explain why UC employees are unable to access the CA State SDI program as well as UC's employer based short term disability program?

UC does not participate in the California State Disability Insurance (SDI) program as it does not meet the definition of "state employee" under the California Unemployment Insurance Code ("UIC") and the California Government Code ("Gov. Code"). If you are a new UC employee and become disabled, you may have SDI coverage through a former employer.

Can someone explain the difference between a role and an "associate" role? For example, what is the difference between a Vice Chancellor and an

Associate Vice Chancellor?

Associate and Assistant Vice Chancellors typically report to a Vice Chancellor and manage an area within the Vice Chancellor's portfolio. Vice Chancellors report to the Chancellor and manage a large or extremely important area. Vice Chancellors are members of the Senior Management Group (SMG) while Associate and Assistant Vice Chancellors are typically Manager Senior Professionals (MSP).

Can we move into a non-represented role comparable to the one we accepted when we were hired?

UC Santa Cruz prioritizes competitive recruitments for roles to promote equity. Positions rarely become non-represented, but an employee can apply for a non-represented role if they wish to.

Diversity, Equity, and Inclusion

As a Hispanic-Serving institution, and considering the large number of spanish-speaking employees, why does the university not provide more translational services - such as Spanish translations on important campus messaging, translation services to help with onboarding, etc.? With the hiring of the newly established Vice Chancellor for Diversity, Equity, and Inclusion, will the university's outstanding commitment to serving Latinx communities be extended to staff and faculty?

The recent message about the destruction of the Mexican flag was primarily intended for students, but we should have considered the staff impact and had it translated. This is helpful feedback that we'll use in the future.

Most official communications, like the one forthcoming from HR about curtailment, are provided in English and Spanish and we'll continue to look for opportunities to do so.

Some units, like Dining Services, do hire translators for training. We will be evaluating our training and onboarding processes to see where there are still gaps where we can improve.

How is preparation coming for the upcoming Lived Name Implementation? We had been told to expect that employees can submit timesheets in their lived names by the beginning of Fall Quarter 2022, but that does not seem to have been implemented. Is there a new anticipated date for that to be in place?

What actions will the Chancellor and her cabinet take to ensure a successful implementation of the new gender recognition and lived name policy?

Timesheets are provided via UCPATH. In August, the UCPATH Executive Leadership Team delayed the October implementation. This was due to its current configuration, where some users would be able to view both legal and lived names, side by side, which isn't in compliance with the Gender Recognition and Lived Name policy.

The UC Office of the President has pushed the date for the systemwide GRLN implementation in UCPATH to June 2023.

They have also extended the due date for compliance at all campuses to June 2024, due to downstream systems that consume UC Path data.

What is being done to address the racial aggressions recently on campus beyond investigation? What leadership support will be given to the community to prevent future harm without causing more strain on staff at resource centers who are already impacted?

The recent burning of a Mexican flag is heinous and unacceptable. These types of acts are extremely hurtful and impact many in our community, not just students. Our professional staff members in the resource centers are part of the ecosystem of support and community that is meant to make folks from many different backgrounds feel welcome and have the opportunity to succeed at UC Santa Cruz.

We have recently welcomed our first Vice Chancellor for Diversity, Equity and Inclusion and in the past two years we divided the compliance work of investigation from the culture and climate work of the DEI office to create capacity and further support our community.

With all of that said, we may still find ourselves the target of this kind of hate crime. We have to recognize that the act of one does not undo the long-term, passionate work of many to make UC Santa Cruz an inclusive place. The people who commit these acts want to slow down our work and convince some in our community that they don't belong. We have to see these acts for the lies that they are and continue to work toward our mission in community with one another.

Will you be giving additional permanent funding to the LGBT Center on

campus? Will you be giving additional permanent funding to the Resource Centers on Campus (Ethnic Resource Centers, Womxn's Center)? Will you be giving additional permanent funding for trans student services?

Budget decisions for units within divisions are under the authority of the relevant Vice Chancellor. Recent budgetary planning and analysis in the Division of Student Affairs and Success resulted in permanent investments across all of the Resource Centers, including support for trans student services.

I heard that UCSC did not meet its admission goals for Black/African students. Is there anything in place to make sure we admit a fair number of students from that group in the future?

We have a strong campus commitment to recruit, enroll and graduate African/Black students. It is critical we do much more than just focus on admitting more African/Black students but also work as a community to ensure African/Black students see our campus as a welcoming community where they can achieve their goals in a safe and respectful environment.

We do not yet have finalized fall enrollment numbers, yet preliminary numbers reflect a first-year class of 164 African/Black students representing 4.2% of the incoming class, compared to 5.2% in 2021 and 5.0% in 2020. Transfer preliminary numbers reflect 46 African/Black students for 3.8% of the incoming class, compared to 4.9% in 2021 and 5.3% in 2020. This reflects an increase in the number of students who accepted our admission offer and then did not enroll.

The transfer class in particular was smaller in large part due to the two-year decreases in California Community College enrollments that led to overall decreases in campus and UC applications.

Our goal continues to be to reach a critical mass of African American students and to further improve the campus climate that will support current and attract future students. We do this by prioritizing high schools and community colleges with a historically large number of ABC students. We host such events as the Black Student Union Leadership Conference and the ABC Yield initiative and participate throughout the year in networking events like conversations with the Black Men's Alliance

Campus Safety

What are you doing to be proactive against campus crime and make campus

feel safe for everyone? Has any thought been given to returning to staffing the entry kiosks, gating entrances (at night), installing cameras, security measures for offices, etc?

In view of recent events, is the campus prepared to fund provisions for increased security measures (e.g., additional lighting and cameras)?

In light of recent incidents of weapons being brandished on campus, according to Campus Police notifications, has any thought been given to returning to staffing the entry kiosks, gating entrances (at least at night), installing cameras at entrances and exits, and any other security measures for offices, etc.?

We're definitely considering a range of options for improving safety and the feeling of well being for everyone on campus. During the pandemic, we suspended our night escort program. It's clear that that program needs to return and we're looking forward to revamping that program.

The Crisis Response Team will be on campus late-night hours and one more friendly set of eyes and ears to support safety for all.

We're also working on an expanded CSO program as an important tier in our safety model that could be responsive to these issues as well. We want to make sure we balance safety measures with the needs and desires of the community.

Can someone explain how and when cruzalert is used (e.g. difference between controlled burns and crime notifications)?

We recognize the concerns brought forth by the campus community regarding message redundancy and desensitization due to overuse of Cruzalert. We are working to improve our procedure to better meet regulation, maximize message mediums, and provide distinction based on incident type and imminence of potential harm.

Our campus just hired Shanieka Jones-Firek as the Campus Safety Compliance & Accreditation Manager. Part of her role is supporting consistent Clery and emergency notifications. She brings a great deal of expertise to the role and part of her plan for our campus is information sharing on the types of notifications the community can expect for different events. We're glad to have her on board and expect more consistent and legible messaging moving forward.

Has there been any discussion about bringing back Student Traffic Officers to help with vehicle/student safety?

As population returns to campus we are staffing up our student corps to operate traffic control during all class changes, as we did pre-COVID. Right now, we are targeting the morning and afternoon drive times as staffing allows and as traffic levels necessitate.

Please talk about the lack of traffic law enforcement. Vehicles are driving two and three times the speed limit all day, every day.

We prioritize traffic enforcement and the PD is certainly aware of our community's issues and concerns with traffic safety.

To mitigate speeding and increase awareness around speeding we are in the process of deploying six new digital speed radar signs along with an outreach program to encourage compliance by the campus community. In addition, UCSC PD is also collaborating with Santa Cruz PD on strategies to address traffic enforcement.

Campus Infrastructure

How are you working to expand funding for transportation and parking for the campus community?

Campus Transportation and parking, as well as the service agreement with METRO, are facilitated by Transportation and Parking Services (or TAPS) here on campus. TAPS is an auxiliary unit, meaning that it is funded through user fees and not central funds. That being said, there have been efforts recently to identify new ways to reduce the financial burdens related to parking and transportation faced by many of our affiliates. This has included the 15% reduction of certain campus parking fees last year. Also, TAPS is currently in the early stages of different pilot transportation programs to better support students and employees at both our Westside properties and Silicon Valley campus; depending on how these work out, alternative funding sources may be applied to make them a more permanent solution. Additionally, for those of you who remember JUMP Bikes, TAPS has made significant progress and is in the late stages of bringing a new e-Bike share to UCSC; we anticipate being able to offer significantly reduced rates to both students and employees once it is here.

Has the UCSC initiated any effort to assess the complete cost of ownership and end of life renewal scheduling of all the utilities and infrastructure outside of buildings and facilities? How is it determined who will pay for replacing the aging utilities and infrastructure that have exceeded their economic life?

My office, which is on the ground floor, got to be 104 over the summer. Over move out weekend when I HAD to work because it was MOVE OUT my office was 102. Climate change is real. What is the university going to do to address the fact we now need climate control for our buildings. I am worried for my residents who live on higher floors who had even HIGHER temperatures.

Each year UCSC typically receives two calls from the state for one time capital and deferred maintenance projects and we are currently in the review process for FY 23-24. We also receive an annual allocation from the central campus for deferred maintenance projects. Project selection is based on the initial risk ratings provided in the UCOP approved Integrated Capital Asset Management Program (ICAMP) Facilities Condition Assessment. These ratings are continuously reviewed and adjusted throughout the year based on changes to the risk and impact to campus.

When we have dangerous temperatures on campus, it's very important to work with our supervisor to find alternative work arrangements.

Long term, we have charged the Decarbonization and Electrification Task Force to work on total campus electrification which will both allow us to be more sustainable and address energy questions like cooling for comfort using more sustainable resources.

What is the status of the seismic renovations of buildings on Science Hill? Will there be new construction in addition to the seismic upgrades? Will the seismic retrofits of Thimann Labs building include any of the (much needed!) proposed renovations and reprogramming of the building's teaching spaces?

The campus has identified seismic priorities for all campus buildings in the 2022 seismic plan that has been submitted to the Office of the President. A funding plan to implement these projects is under consideration.

We have identified and studied multiple options for addressing the needed renovations and updating of Thimman. Once funding is attained, we anticipate moving ahead with renovation projects.

How will you accommodate increased parking needs with these new housing projects? Are there parking lot projects that are in the works as well?

All new housing includes parking requirements that support the specific scope of each project. At the Kresge Renewal Project, the current parking lots will be adjusted to meet demand.

Over the next twenty years, the Long Range Development Plan (LRDP) envisions a mobility approach where transportation programs are integrated with a compact land use plan to facilitate improved and efficient access. The LRDP Integrated Transportation Strategy is guided in part by State, UC and campus sustainability goals to reduce single occupant vehicle use and resulting greenhouse gas emissions, reduce the number and distance of trips, promote transit and encourage infill development to ease access. Additional parking lots will be concentrated at the perimeter of the campus as mobility hubs, which will include access to other types of transportation modes including bicycles, transit, and pedestrian paths.

Can you please share plans for addressing deferred maintenance?

Each year, deferred maintenance is addressed with available funding which varies from year to year. Deferred maintenance projects are entered, priced, and ranked in a UC wide system called Integrated Capital Asset Management Program (ICAMP). Currently the ICAMP system contains all state funded facilities and most infrastructure and is routinely vetted and prioritized by a UC wide committee. Deferred maintenance is funded in two ways 1) an annual allocation of UC funding for UCSC campus (currently \$2M per year) and 2) UCOP/State funding which varies from year to year and has ranged from a low of \$3M and up to as much as \$29M. The UCSC PPDO Work Management and Design & Construction groups manage these deferred maintenance projects as we receive funding. CHES facilities are currently not in ICAMP and CHES tracks those separately in their Major Maintenance program.

General Inquiries

How did we come to the conclusion to not provide quarantine/isolation housing this year, and for those students who might be granted isolation housing, why is it immunocompromised students who have to leave their housing when the students who test positive are able to spread COVID to other students in their apartments/res halls (as we've seen from cluster/breakouts in certain buildings this year)?

As an immunocompromised CHES employee who MUST work in person, who made the decision to no longer require covid testing in tandem with keeping currently infected students in their residence hall spaces instead of removing them to quarantine and isolation housing?

As we entered the fall quarter in a new phase of the COVID-19 pandemic, we updated our public health guidance. Due to our low overall campus positivity rates, the increase of therapeutics available, and a highly vaccinated and boosted campus community, we pivoted our mitigation strategy to provide hotel space for only the immunocompromised roommates of those who test positive for COVID-19. We also continue to make PCR and RAT kits available throughout campus for those who need access to testing.

This approach is aligned with how all other UCs are handling the fall quarter and also allows us to provide as much housing as possible for our students without setting significant portions aside for isolation and quarantine space.

With a number of campus dining locations closed, those without dining hall plans are left with few choices and long lines. What is being done about the lack of dining options on campus?

What is being done about the lack of dining options on campus? Is there any relief in sight for the many of us who need to get food quickly between classes and meetings?

Since the campus reopened after the COVID closures, why has UCSC been so slow to get dining establishments reopened on campus and what is being done to fix the problem?

Dining Services is planning to open the Express Store in the Quarry Plaza early in Winter Quarter and the Banana Joe's convenience store at Crown/Merrill and the Terra Fresca Restaurant above the College Nine/John R. Lewis Dining Hall by Spring Quarter.

Dining is extremely eager to restore all of its service locations to pre-pandemic levels and is eager to again feed its hungry customers. Staffing shortages that began during the pandemic have not been entirely overcome. As we mentioned previously, dining recently held an innovative Career/Hiring Fair by which it secured dozens of new employees very quickly – it was a marvelous success – and more events of its kind are being planned. As more and more staff vacancies are filled, more cafes and coffee shops will reopen.

Dining is working with the campus to consider how to bring 3rd party operators – such

as Vivas – back to campus. Until it does, it will be working to rethink how best to serve the campus at those locations – as it has done at Porter Bowls which now operates as an on-campus market/grocery store

We are actively recruiting and vetting more food trucks and pop-up vendors to come onto campus. Their locations can be found by searching "UCSC Mobile Food Finder".

We have a comprehensive "Principles of Community", but how do we Develop Community?

Developing community takes time, and trust. It often happens through indirect means; every day that we work toward common challenges and in pursuit of common goals, we develop that community a little more. On the level of diversity, equity, and inclusion, however, developing community must be an intentional effort. We must take stock of our campus climate through carefully developed surveys and other data gathering instruments; develop strategic planning priorities and practices that invite in a multiplicity of voices and perspectives; and develop curricula and engage in research that combats inequity, reduces barriers to access. We must also broaden the reach of those the university touches. We can do this by reckoning with histories of exclusion; creating and strengthening affinity group spaces to expand our sense of belonging; and ensuring adequate pipelines for talented faculty, staff, administrators, and students from across our state, nation, and abroad. We need your voices at each stage of that process. The upcoming strategic planning process has a subcommittee focused on these issues and you should expect opportunities to be advertised soon to participate.

How can we best support students experiencing mental health crises?

Staff are able to contact CAPS directly, including after hours and weekends for consultation and advice on supporting students who are experiencing mental health crises. In addition, a new program, the University Crisis Response Team is right now rolling out services to support students in the exact situation that has been described in the question. Members of the community can call 911 and calls related to mental health crises will be routed to the Response Team. The team is mobile and is composed of mental health practitioners and EMTs. In the coming months this program will operate 2pm - 2am, 7 days per week.

Opers did away with Staff rates and drop in rates. How can you promote mental health while systematically creating a cost barrier to staff to exercise? \$18

guest pass is out of reach for low paid staff.

With work modalities continuing to evolve, many staff are based at home, and others have hybrid schedules spending some days on campus and others working from home. The CP/EVC Office is sponsoring a one-year pilot to support healthy living and physical activity for employees called the Slug Rec Virtual Membership. Through this membership, staff and faculty can access the library of classes anytime and anywhere including Zumba, yoga, kickboxing, HIIT and more.

This membership can be activated by using the promo code **cpevcvirtual** at this [link](#). Step-by-step instructions are available [here](#). The promo code must be re-entered every quarter.

Will UCSC ever incorporate its own KPI (key performance indicators) so we can track progress against known goals year after year?

While we may not call them KPIs, each of the committees for [Leading the Change: the UC Santa Cruz Strategic Plan](#) has been charged with identifying goals, metrics, and a narrative for each theme area addressed by their committee. With the completion of the strategic planning process, an implementation committee will be established to monitor progress toward achieving the goals laid out in the strategic plan using the metrics defined in the plan.

Are there provisions in place so that research donors do not improperly influence campus research efforts (in other words, some kind of ethics board overseeing this)?

All PIs are required to file a disclosure when a grant is received that would identify any real or perceived conflict of interest. Depending on the conflict, this will be evaluated by the conflict of interest committee, which makes a series of recommendations on how the conflict should be handled.

In addition, all of our contracts and grants are evaluated for any contractual terms that would lead to undue influence on the research, and if those terms exist, the campus will attempt to negotiate or not accept the award.

Childcare for Faculty and Staff

What can be done to support childcare for staff now until the Student Housing

West project is completed? Bright Horizon's backup care does not address daily childcare needs and often doesn't have emergency childcare available in Santa Cruz County. This is important for recruitment and retention of diverse staff. Is it possible to set up interim faculty/staff childcare on campus while we wait for the facility to be built?

Is it possible to set up some kind of interim faculty/staff childcare on campus while we wait for the facility for family student housing to be built?

When will day care be available for faculty and staff?

What is UCSC prepared to do about childcare for faculty? Childcare on campus has been a number 1 or top priority for the Committee on Faculty Welfare (CFW) for the past 20 years.

Why has there not been any progress on offering childcare to staff and faculty?

How can we get child care for faculty?

I would like the Chancellor to address the local childcare crisis. Bright Horizon never has emergency childcare available in Santa Cruz County.

What actions are being taken to immediately address the dire childcare needs for employees, especially for infants under the age of two?

It is not possible to set up an interim solution for employee childcare in advance of the childcare center planned with Student Housing West. The campus recently added infant care to our student childcare center and they are currently operating at maximum capacity.

We know that this is a difficult situation for parents and regret that lawsuits have delayed a larger childcare center for so long. It is deeply unfortunate. No UC campus has sufficient childcare to support all employees and students who need it, however. Childcare is increasingly becoming a crisis, like housing, which requires larger scale solutions than a single university can provide.

Child care is very much in need not only for the retention of our faculty and staff but for the recruitment of all new employees. Right now we are doing everything we can to offer alternatives such as providing back-up care through Bright Horizons.

In the event providers are not available through Bright Horizons, you have the option to secure your own care and be reimbursed \$100/day through Bright Horizons. Also through Bright Horizons, the "Sitter City" program is available at no cost to assist employees in finding childcare providers in our community. In the event providers are not available through Bright Horizons, you have the option to secure your own care and be reimbursed \$100/day through Bright Horizons.

Food Insecurity

How does UCSC plan to address the housing and food insecurity crises for students on and off campus?

UCSC offers multiple support services for students experiencing food insecurity, including:

- Multiple pantries and food distribution sites (e.g., Redwood Free Market, SUA Pantry, Cowell Coffee Shop), available without cost to students
- CalFresh enrollment assistance available through Basic Needs Programs
- Slug Support can provide students with access to meals at UCSC Dining locations as well as direct food access assistance (e.g., grocery store gift cards)