

On April 23, 2020, the Staff Advisory Board hosted a live web forum for staff at UCSC. There was an opening presentation ~45 minutes, followed by ~45 minutes of Q&A. It was not possible to ask all of the questions that were submitted by viewers, so the questions that did not get asked were forwarded to the leadership team. Those questions, and the answers provided by the leadership team are below.

Layoffs:

1. Will there be layoffs after June 30?

The COVID-19 pandemic has already had a fiscal impact on our campus, but the breadth and depth of the future impact is not yet clear. The impact is likely to affect multiple sources of campus funds. For example, enrollment decreases would affect tuition and fee revenue, a reduced income tax base would affect our state funding, and shelter-in-place or partial student presence would affect other revenue received through housing, dining, transit, events, and a host of other sources. We do not yet know how our operations and services will change in response to the pandemic and resulting economic downturn. Though we were able to provide the campus community with assurance that there would not be COVID-19 related layoffs prior to June 30th, we can not say with certainty what will happen after June 30th.

2. Given the likely difficulty in finding new employment in the coming months, how many days notice does the university believe is acceptable to notify employees of changes to their employment status?

Indefinite layoff noticing requirements range between 30 and 90 days, as [required under policy](#) and collective [bargaining agreements](#).

3. In the case of layoffs or downsizes, would senior leaders consider reducing their salaries to ensure there is budget for staff to stay employed?

- a. Will senior leadership be taking pay cuts before everyone else?**
- b. Will the chancellor give up her housing allowance prior to doing layoffs?**
- c. Will UCSC leadership take a pay cut or a reduction in their housing allowance prior to layoffs/furloughs for staff?**

At this point in time all ideas are on the table for how to address potential fiscal shortfalls.

4. Is there any indication from UCOP that disaster relief funds are being pursued to avoid layoffs caused by paid time off, lower revenue, etc.?

Through the Coronavirus Aid, Relief, and Economic Security (CARES) Act, UC Santa Cruz has been allocated \$19.3 million. Federal guidelines state that these funds *must* go toward expenses related to the disruption of campus operations due to coronavirus. One-half of these funds *must* be awarded directly to students in the form of emergency financial aid grants. The remaining half (approximately \$9.6M) is to cover costs associated with significant changes to the delivery of instruction. The lost revenue as a result of COVID-19 already exceeds the amount of CARES funding received. The campus is also tracking relevant expenses for other kinds of support that might arise from agencies such as the Federal Emergency Management Agency (FEMA). UCOP and UCSC continue to search for additional funding recovery opportunities.

5. Since we won't know about the state budget until September, does that mean we can promise no layoffs will happen through September?

Historically, UCSC's budget has been dependent on student enrollment and in-person instruction and research. In addition to state funding, we rely on tuition, fees, contracts and grants, sales, and service, etc. Layoffs or other cost-reducing actions will need to be determined based on impacts to the various revenue sources. For example, many self-supporting and auxiliary operations are currently experiencing significant revenue loss and many research projects are stalled.

6. How will layoffs be decided?

- a. **How will layoffs be prioritized?**
- b. **Who will be in charge of deciding to layoff staff members? Will it be the Director of the department or someone else? Will they use seniority or productivity as a way of making the decision?**
- c. **How will these "temporary" layoffs and furloughs be decided? Systemwide or campus? Who will be part of the deciding team?**

Any future layoff or furlough is governed by policies and other agreements, including PPSM 60, APM 145, and union contracts. We are working with the Office of the President and the other UC campuses to coordinate efforts to address potential budget shortfalls.

7. Might we need to adopt furloughs, somewhat like the budget crisis in 2009? Could some positions go to part-time, voluntarily, in lieu of layoffs?

At this point we are not sure what the total fiscal impact of COVID-19 will be. All ideas are on the table for how to address potential fiscal shortfalls.

- 8. I suggested prior to this chat that the retiree recalls be let go and cut the consultants that have been hired in IT to save jobs for those here on campus. Any chance that could be acknowledged?**

All areas are being examined in light of the COVID-19 fiscal impacts. Rehired retirees and consultants are paid for through one-time expenditures and are not fixed costs. There could be areas where a rehired retiree or consultant is providing a unique skill set to support campus operations or projects that require support for a limited timeframe.

- 9. Will the University offer retirement incentives before making widespread layoffs?**
- a. Might there be a voluntary early retirement incentive program rather than layoffs?**
 - b. Will UC be offering any golden handshakes so campuses can experience salary savings?**

At this point we are not sure what the total fiscal impact of COVID-19 will be. All ideas are on the table for how to address potential fiscal shortfalls.

Benefits:

- 10. Is it possible that retiree medical benefits will be reduced or eliminated through budget cuts?**
- a. Are future retirement benefits at risk of being reduced?**

There are currently no plans to reduce or eliminate retiree medical benefits. Generally, current employees will retain the retirement benefits they are vested in. As the retirement program has changed over time, there is always a possibility that future employees might be hired under a program with different benefits.

- 11. If my hours are cut back as a Union worker, how will this affect my pension? I have 17 months left to work before I am vested.**

Once vested, you generally have a non-forfeitable right to receive UCRP retirement benefits upon leaving the University and reaching retirement age. Typically, you must earn five or more years of service credit to be vested. Your pension benefit in UCRP is based on your annual eligible pay. Employees with questions about their specific situation should contact Staff HR.

- 12. If EAP is a solution to resolving stress issues during this time, why is it still only available for 3 sessions per calendar year? Can we increase that number to make it actually useful, given covid-19's timeframe?**

Staff Human Resources has negotiated with the EAP service provider to temporarily expand the number of sessions covered. The number of sessions will be increased from 3 to 6 until June 1, 2021.

13. Local mental health providers see UCSC staff at a much higher rate than any other category locally due to workplace stress. Has this been considered when doling out EAP as a resolution?

Staff Human Resources has negotiated with the EAP service provider to temporarily expand the number of sessions covered. The number of sessions will be increased from 3 to 6 until June 1, 2021.

14. I ask UCSC to work with the county to plan ASAP for universal high-speed internet to all residents of the county. Having fast reliable internet for all is essential for successful remote instruction.

The campus has been working with the county, local and regional ISP on this for a number of years. This has led to a major fiber optic cabling project which brought access to underserved parts of the county. We continue to identify ways where we can be a partner in expanding access in the county.

The [Keep Working site](#) provides additional information for our employees who are working remotely.

15. If remote work is the new standard, will UCSC provide free reliable Wi-Fi for staff to tap into?

The Leveraging Opportunities Work Group, which is part of the Operations and Employee Recovery and Resiliency Task Force has been charged with making recommendations about the kinds of work and positions where the expansion of remote work might be appropriate. Part of their work will include identifying the support services and resources that may be needed.

16. I know there has been community outreach on our Campus for donations to Slug Support. Could SHR set up a similar donation fund for staff who might be suffering from economic impacts from COVID-19?

Recent COVID-19 federal legislation contained various features that many of our employees can access if they are participating in 403(b) or other plans. Participants in the UC 403(b) plan have access to various kinds of loans. Staff Human Resources will work with University Relations to identify other opportunities that might exist to support our employees. Additional information on the state programs available can be found on the state of [California COVID19 resource page](#).

Evaluations/Merit Increases:

- 17. Will the normal faculty annual range adjustment be forgone to help support staff at risk of layoff and furlough, or are faculty still getting their merit raises (if applicable) and range adjustments?**
- a. If staff merit raises are postponed - shouldn't faculty raises also be frozen? Their increases combine to save WAY more money than that of the staff.**
 - b. Will faculty forgo their range adjustment to allow non-represented staff to get their small PFP % increase? Something like this was done during the last recession.**

The faculty merit and promotion process is separate from the annual range adjustment to the salary scales. Decisions about academic salary programs are made at the systemwide level. One possibility is that the merit and promotion process will continue, but that there will not be a range adjustment.

- 18. Will staff appraisals be honored for our inflation adjustment? I think this should not be delayed given that some overhead cost (i.e internet and electricity) is being passed onto staff.**

The University does not have a cost of living (inflation) adjustment program. As announced on April 16, 2020, campuses have been asked by President Napolitano to delay performance appraisals for staff until fall, which includes decisions about staff merit-based salary increases tied to performance appraisals until the campus financial picture is clearer. Appraisals completed for the 2019-2020 annual appraisal cycle by managers/supervisors will be entered into the new ePerformance tool which is available now.

- 19. Represented staff at UCSC will be getting raises. Non-represented employees have received an email that our evaluation process tied to our raise is postponed. Can you help us understand why?**

The UC Office of the President communicated to campuses that merit raises should be delayed until more is known about the fiscal impacts of COVID-19. All but one of the represented staff contracts are negotiated at the system-level. At this point, those contracts have not been adjusted due to COVID-19.

- 20. The salary inequity issue between unrepresented staff and their represented direct reports will increase with the delay in performance reviews and raises. How will this be addressed?**

This issue will be factored in at a later point when any merit program decisions are made. Merit pay for unrepresented staff is coordinated centrally by UCOP in consultation with the campuses.

21. Can the campus implement a merit freeze to mitigate fiscal impact of budget instability in order to reduce layoffs and save jobs?

The merit program is a centrally directed program that UCOP manages in consultation with the campuses. This question may be addressed at a later point in the year when the system has better clarity about the budget and the topic of merit is reviewed.

Admin Leave:

22. Can individuals use COVID-19 leave due to the severe anxiety/mental health issues caused by the crisis? Severe anxiety causes an excess of corticosteroid in the body which weakens immunity.

Employees who are unable to work or unable to work remotely or are experiencing other obstacles to working resulting from COVID-19, including health related (physical and/or mental) reasons, *may* be eligible for COVID-19 related leave options. For more information, please see the FAQs on SHR's [website](#).

23. Will we expand the Catastrophic Leave program to allow staff to donate their sick/vacation to other staff facing layoffs or furloughs?

At this time there are no plans to expand or alter the Catastrophic Leave Program, since this program supports the continuation of the recipient's normal salary for a longer period of time than would otherwise be possible due to the impact of an illness or injury only. The Catastrophic Leave Program is for employees who suffer from, or whose eligible family member is suffering from, a catastrophic illness or injury, and who have exhausted their own paid leave.

Reopening/Recovery:

24. As the campus begins important planning conversations for reopening or continuing in mitigation plans, it is good to hear that there are already workgroups established. What is the role of Staff Human Resources in this process as we consider our transition strategy?

The Operations and Employee Recovery and Resilience Task Force has members of the Staff Human Resources department represented on all work groups.

25. Please outline the campus reopening plan, and timeline - esp. for staff but also for students.

Recovery and resiliency planning is currently underway. There are two task forces engaged in this work. One task force is focused on Academic Recovery and will develop recommendations for the modality of instruction and research as well as the timeline for the resumption of additional onsite operations. The timeline of resuming additional onsite operations is guided by directives from state and county officials. The other task force is focused on operations and employee recovery and resiliency efforts. This work includes developing business resumption plans for those activities currently operating under a remote modality, identifying the resources needed to support employee resiliency, and reviewing opportunities that should be leveraged. This includes examination of what, if any, elements of remote work could or should be continued or expanded.

26. What is the recovery plan for staff?

The Operations and Employee Recovery and Resilience Task Force is developing recommendations for recovery of staff operations. This work includes developing on site business resumption plans, identifying the resources needed to support employee resiliency, and reviewing opportunities that should be leveraged. This includes examination of what elements of remote work, if any, could or should be continued or expanded.

27. Who gets to join these task forces on recovery for campus operations?

- a. **How can we be part of the described 8 subgroups for Fall reopening planning? Is there anyone we can reach to express interest?**
- b. **Are there options for staff to be a part of the recovery planning groups?**

The task forces were appointed by the Chancellor and consist of a variety of members, including representatives from the Staff Advisory Board. As recommendations are developed, they will be shared with the campus and community, and there will be opportunity for feedback from the campus community. Opportunities for engagement in the process will be communicated throughout. One of the initial sources of feedback that will inform the work of the Operations and Employee Recovery and Resiliency Task Force will be the COVID-19 Employee Experiences survey conducted for our campus by UC San Diego.

28. Among 8 sub-groups for recovery, none were focused on student health. We may need to do testing/tracing/isolation on campus throughout the year; will we leave this to the state/county, or will our health services unit be doing it themselves?

Planning is taking place at both the UC system and campus level for the testing, contact tracing, isolation and quarantine protocols that will be in place as additional campus operations return to an in-person modality.

29. Will these recovery plans be viewable by other units not directly involved to provide some input?

The work of the planning task forces will be shared as recommendations are developed.

30. "Unit heads are engaged in scenario planning to plan for possible logistical and budget impacts." At what point do these unit heads inform their staff?

Members of the campus leadership team have been asked to think through how their operations and finances would be impacted by various scenarios including permanent campus budget reductions of 5, 10 and 15 percent. They have also been asked to identify the opportunities for revenue generation or other operational efficiencies that could mitigate possible budget cuts. Currently, this is only a planning exercise and no budget cuts are being made at this time. This pre-planning will help the campus should we face significant budget reductions in the future and will position leaders to effectively communicate with their units about their budget once more information becomes available.

31. Will everyone be tested before going back to work?

Planning is taking place at both the UC system and campus level for the testing, contact tracing, isolation and quarantine protocols that will be in place as additional campus operations return to an in-person modality.

32. If we live with someone who is at high risk for COVID-19, will we be able to continue to work remotely to reduce risk?

If individuals who are asked to work onsite have specific health concerns, they should discuss those with their supervisor in order to identify reasonable accommodations that can collectively prioritize everyone's health. The Operations and Employee Recovery and Resiliency Task Force is also exploring this topic to ensure employees understand the resources and protocols available to them should they or someone in their household have a health concern.

33. Do you see any long-term changes to how instruction is delivered in the future?

The campus plans to return to its previous mode of in-person instructional delivery when it is reasonable to do so for the health of our students, staff, and faculty. We intend to continue being a predominantly in-person university, but even before the COVID-19 crisis, we have slowly been growing our fully online course offerings. We expect thoughtful growth in online offerings will continue as one mechanism to provide access and flexibility for our students. Summer session has been a particularly popular time for students to take online classes.

34. What permanent changes do you see coming out of this time.

At this point it is not clear what permanent changes will be made on our campus and in our communities as a result of COVID-19. As we develop mitigations and protocols to deal with pandemic recovery and resiliency, there likely will be some aspects that remain in place for a long time or permanently. However, it is too early to tell at this point what those might be.

35. I would like leadership to begin considering moving more positions to become FULLY REMOTE so staff can subsist on the wages made outside of the Santa Cruz area. Thoughts?

The Leveraging Opportunities Work Group, which is part of the Operations and Employee Recovery and Resiliency Task Force has been charged with looking at this topic and making recommendations about the kinds of work and positions, if any, where the expansion of remote work might be appropriate.

36. For jobs that 'easily' allow for remote working, would the university support policies to continue with remote working post-covid-19? The environment would thank you!

The Leveraging Opportunities Work Group, which is part of the Operations and Employee Recovery and Resiliency Task Force has been charged with looking at this topic and making recommendations about the kinds of work and positions, if any, where the expansion of remote work might be appropriate.

Summer:

37. Do we have an update on summer conferences?

Under the current Santa Cruz County Shelter in Place Order, large in-person gatherings, like conferences, are not allowed. It is not clear when such activities can and will resume. Some campuses have launched conferences in a remote or virtual format. Campus leaders are developing guidance in this area.

38. What is the outlook for summer, will there be any camps or conferences?

Under the current Santa Cruz County Shelter in Place Order, large in-person gatherings, like conferences are not allowed. It is not clear when such activities can and will resume. The County did release guidance on April 29th that allows certain types of camps that match a specific set of criteria to resume. Campus leaders are reviewing the order and determining which, if any camps, could take place this summer.

39. When will a decision be made on the rest of summer programs and events now that Summer Session has moved online?

Under the current Santa Cruz County Shelter in Place Order, large in-person gatherings are not allowed. It is not clear when such activities can and will resume. The County did release guidance on April 29th and May 6th that allows certain types of camps that match a specific set of criteria to resume. Campus leaders are reviewing the order and determining which, if any camps, could take place this summer.

Fall:

40. When will decisions be made for Fall operations and offerings to students? Is there any idea how residential room configurations will look in Fall?

We have a number of groups working on plans for fall quarter instruction and academic operations. At this point we do not know exactly when these decisions can be made about fall instruction. We are monitoring the situation closely and will make a decision about the fall quarter as soon as there is adequate information to do so.

Part of the recovery and resiliency planning work underway includes determining what housing configurations could be available in fall. As soon as a recommended approach is determined it will be communicated to the campus. However, the plan could change based on state or county directives.

41. Will UCOP determine offerings/operations for Fall for all UC's or each own decisions?

Each campus will make decisions about the modality of instruction and operations for fall, as every campus is located in different counties with different directives and each campus has a different set of facility considerations. However, the campuses are coordinating with each other and the Office of the President on some areas of in-person resumption planning.

42. When will a decision be made if Fall Quarter will be remote?

Currently, we intend for the fall quarter to start as scheduled. We are monitoring the local and state public health situation to determine when and to what degree we can resume in-person instruction. Some or all instruction for a portion or all of the 2020-21 academic year may be delivered via remote and/or online instruction as conditions warrant. At this point we do not know exactly when these decisions can be made because the public health situation remains uncertain. We are monitoring the situation closely and will make a decision about the fall quarter as soon as there is adequate information to do so. The health of our students, staff, and faculty is our top priority.

43. I "heard" that the decision about fall instruction being remote or in-person will be made ~mid-May, depending on the state relaxing SIP. Is this the case?

We have a number of groups working on plans for fall quarter instruction and academic operations. At this point we do not know exactly when these decisions can be made about fall instruction. We are monitoring the situation closely and will make a decision about the fall quarter as soon as there is adequate information to do so.

44. With students learning remotely, has housing thought about how to distribute the incoming students ID cards for Fall?

The Housing unit is currently developing plans for fall, based on a variety of scenarios. Once the modality of instruction is determined, then plans for things such as ID Cards can be implemented and communicated to our students.

Budgets:

45. If UC is still getting income through tuition, state support and financial aid, I don't understand why there will be job cuts? Expenses should be down since there is less need for on campus services

Although our fiscal year 2020 state budget is unaffected, tuition revenue and other campus revenue has decreased due to reduced enrollment in Spring. In addition, many sales and service operations have lost significant revenue due to shelter-in-place orders. Despite the revenue loss, expenses have not decreased at the same rate. Expenses have included moving to remote instruction and remote operations, providing employee administrative leave authorized by President Napolitano, as well as other COVID-19 response expenses. Fiscal year 2021 may see a state budget cut as well as other revenue losses. Like our sister campuses, our largest campus expenses are employee salary and benefits. It is possible that some campus services may need to downsize or change to reduce costs to their revenue generation levels.

46. What budget reductions are currently being considered?

Currently campus principal officers are engaged in responding to multiple scenarios that include various levels of state budget cuts, enrollment and shelter-in-place relaxation. In this planning exercise, nothing has been omitted from consideration. We are also in consultation with other UC campuses to expand the scope of ideas for increasing revenues, streamlining operations, and cutting costs as necessary.

47. Will the university provide financial support to the health center to offset losses related to fewer students on campus? Staff are at risk daily at work but are worried about furloughs and layoffs.

We are seeking out external resources, such as FEMA claims, to recover COVID-19 response related costs. We will carefully monitor balances across all campus services and consider viable options to defray revenue losses.

48. Will students be expected to pay full tuition if teaching is limited to virtual classrooms? If yes, how will UC justify this high expense? If not, how will UC manage the reduction in revenue?

Some or all instruction for all or part of Academic Year 20-21 may be delivered remotely. Tuition and mandatory fees have been set for Fall 2020 at the full rates regardless of the method of instruction and will not be refunded in the event instruction occurs remotely for any part of the Academic Year. This is consistent across all UC campuses. Additional information about Fall 2020 instruction can be found at

<https://news.ucsc.edu/2020/04/information-about-fall-quarter-2020.html>

Should enrollment drop as a result, or should budgets be cut to accommodate the revenue loss, this would likely result in less course offerings, longer time to degree completion, and reduced or delayed services (even to remote services) to students.

49. UCSC has received \$19,327,201 in federal assistance from the CARES Act. \$9,663,601 of that \$19,327,201 is for financial aid grants to students. Has that money been distributed yet?

The majority of the student CARES Act funding has been disbursed, with a small portion held back for qualified summer enrolled students.

50. You said you won't receive FEMA funding for years, if at all. But what about the \$19 million UCSC just received under the CARES Act? How will that be distributed?

To clarify, FEMA claims are being filed this year. However, it may be years before they are settled. Often FEMA audits result in revocation of funds paid to claimants. The \$19 million in CARES Act funding that was received from the federal government is split into two components: 50% in student aid and 50% to cover institutional costs related to changes in delivery of instruction. The student aid portion has mostly been disbursed, with a small portion held back for qualified summer enrolled students. The institutional portion may be used for expenses incurred through early May 2021. iCPEVC Kletzer is the Principal Investigator for the institutional portion. A spending plan is currently being developed in consultation with academic divisions and relevant campus services.

Enrollment:

51. Why would enrollment decrease? There are lots of students who apply, in fact, we could increase freshman/junior enrollment.

At the undergraduate level, we generally admit all qualified sophomore and junior transfer students in order to meet the statewide 2:1 mandate (1 new CA transfer student per 2 new CA frosh). If the state is inflexible in this mandate, we may be constrained in the number of frosh we can admit; this is being discussed with the Office of the

President. There is flexibility to bring in more frosh, but our state budgeted enrollment accounts for about half the funding we receive for each CA student -- whether we could afford tuition-only students above this amount would be another question, as that commitment would last for 3 to 5 years.

52. Do we anticipate increased enrollment considering relaxed admission standards in the 2021-2022 academic year?

Students are always reviewed holistically, according to 14 faculty-approved criteria. The standards will be similar to those used in prior years with respect to assessing readiness to attend the University of California. However, the criteria have been adjusted to account for the pandemic. For example, some students may have had their grading shifted to P/NP, and others would not have been able to sit for specific exams.

53. It is difficult to unattainable for UCSC staff who are UCSC students to enroll in post 5 pm required classes. Would you consider advocating for priority enrollment as a benefit for career staff?

Enrollment priorities are set by the Committee on Educational Policy and the Graduate Council. Career staff who are graduate students enroll with priority. The current priorities for undergraduate students are available [here](#). However, all ideas are being considered, and University Registrar Sanger will raise this question with the Senate Committee on Educational Policy. During summer sessions, where career staff have a 50% tuition discount, all students enroll at the same time. Increasing the availability of online courses may also provide greater flexibility to staff in achieving their educational goals.

54. I wonder how you can increase enrollment? Seems like you are up against the current settlement agreement of 19,500 and a new LRDP is not in place to allow an increase.

UC Santa Cruz is currently operating under the 2005 LRDP and enrollment numbers remain in conformance with that plan and the accompanying Comprehensive Settlement Agreement.

Hiring/Personnel:

55. Why are we still hiring if there is potential for layoffs and furloughs in July?

Beginning in March, a position management process was implemented. Every request to continue with or launch a recruitment is reviewed by the Chancellor and/or the interim Campus Provost and Executive Vice Chancellor. Though most recruitments have been delayed, there are some areas where hiring must continue to support essential operations or health and safety.

56. How are new recruitment opportunities being prioritized? It seems like academic position proposals are getting responses much quicker than non-academic position proposals.

Every request to move forward with a recruitment goes through a review process. Some require additional data or conversation before approval or denial can take place.

57. My unit is going through a restructuring, which started before COVID-19 and we have a couple of reclass requests that are supposed to go to Staff HR for review shortly. Are there any issues with that?

This issue would need to be discussed with the principal officer overseeing your unit to review the specifics of the situation.

58. What about increasing hiring from within the campus?

There are currently some posted positions that have campus-only recruitments. In addition, a Succession Planning Work Group was formed at the end of 2019 to develop a proposal for a succession planning model for UC Santa Cruz. This group is currently meeting with campus leaders to review an initial set of recommendations. These recommendations are based on the [Talent and Succession Planning Toolkit](#) recently adopted by the UC Office of the President. This work has a longer timeline and is not solely focused on COVID-19 related hiring.

Morale/Climate:

59. What is the plan to address employee morale?

The Operations and Employee Recovery and Resiliency Task Force has a Community and Morale Work Group focused on this topic.

60. With the inevitable economic downturn, there are growing concerns about layoffs. Will there be a collective, campus response to address the decreasing morale?

The Operations and Employee Recovery and Resiliency Task Force has a Community and Morale Work Group focused on this topic.

61. How does campus leadership respond to the widely held staff perspective that faculty salary and job protections are prioritized while staff are marginalized; as evidenced by the hold on non rep merit programs.

The faculty merit and promotion process is separate from the annual range adjustment to the salary scales. Decisions about academic salary programs are made at the

systemwide level. One possibility is that the merit and promotion process will continue, but that there will not be a range adjustment.

62. My employee morale is going down with worry about getting laid off after June 30th. This is a bigger concern than the virus!

We know that uncertainty about the future and the fiscal impact of COVID-19 can be challenging for our staff and can impact morale. Though we were able to commit to no lay-offs for the rest of this fiscal year, we cannot yet know what the fiscal picture will hold after that. The Operations and Employee Recovery and Resiliency Task Force has a Community and Morale Work Group focused on the topic of employee morale during these times of uncertainty.

63. How do you plan to gain trust and respect of campus staff after this horribly difficult year when staff were mostly overlooked?

This has definitely been a challenging year for our campus community. Our staff have been critical to supporting our campus operations throughout. It is important to find ways to support staff engagement and morale. The Operations and Employee Recovery and Resiliency Task Force has a Community and Morale Work Group focused on the topic of employee morale. The recommendations arising from this work is important as we seek ways to strengthen community and trust. There will be opportunities for staff to share their ideas as this group undertakes its charge.

General:

64. Have the Regents announced a new President of the UC?

A new President has not yet been announced, but an announcement is anticipated in the next couple of months.

65. Why wasn't UCSC prepared for a situation like this?

The COVID-19 pandemic and its impact is a global one. Though we regularly prepare for different types of campus emergencies, the breadth and depth of this pandemic are unprecedented in modern times. The campus was able to quickly respond in changing instruction, research and work modalities and implement safety protocols. As is the case with any emergency, we are continually asking ourselves how we can improve future response and recovery efforts.

66. Is the survey going out tomorrow administered by UCSD?

- a. Did the university spend money on this survey?
- b. Do we know if the survey has a place to make suggestions? For example, donating sick leave to offset layoffs ahead?

The COVID-19 Employee Experience survey is being administered by UC San Diego. There is no charge to UC Santa Cruz for the survey. There are spaces for comments.

67. The Student Housing West project has been on hold due to ongoing litigation. With this COVID-19 situation now happening is there any expectations that this project may be canceled?

There are currently no plans to cancel this project. Housing continues to be an issue in Santa Cruz county and for our employees and students.

68. Are the results from the last housing survey Sarah sent out available or being used?

The results of the survey are being analyzed and will first be reviewed with the Employee Housing Workgroup.

69. How many staff are on the call?

Approximately 800