

Compensation

Can you explain more about the 3 year salary increase program? What will the focus be for long term staff who started at much lower rates of pay, went through many years with no increases? Will there be a focus on moving 10 year + staff to at least 75% and those with more time closer to the 100% range?

In fall 2021, we launched the Staff Equity Program. The three-year effort is designed to increase our actual pay levels and targets employees in lower salary grades whose salaries are furthest below market. The goal of the \$5.5 million program is to make our pay practices more competitive and provide an incentive for staff to continue their careers at UC Santa Cruz.

During the program's first year, the salaries of more than 1,300 policy-covered employees were increased. Seventy-one percent of the increases went to employees at or below the 25th percentile. Salary increases ranged from less than 1 percent to 6 percent, with an average increase of 2.46 percent, translating to an average annual salary increase of \$1,841.

In the program's second year, 49 percent of the \$1.5 million in salary increases went to employees earning at or below the 25th percentile and 42 percent went to employees earning above the 25th percentile and below the 42nd percentile. Approximately 95% of the \$1.5 million was distributed to employees in grades 15 through 25. Details on salary increases in the third year will be shared in the 2023-24 academic year.

The overall impact of the program, along with the general increases and individual equity increases provided by departments, has shifted our salary distribution closer to an ideal distribution that aligns salaries at UC Santa Cruz with the labor market (50th percentile).

I'm a represented employee. Where's my 4.6% increase?

Wages and other compensation for represented employees are determined through the collective bargaining process. This process requires employers to pay the negotiated rates. It also requires employers to pay increases according to the time schedule stated in the collective bargaining agreement.

Remote Work/Telecommuting

In terms of pay equity, what efforts are being made to ensure that staff who are required to work in-person at UCSC can afford to live in Santa Cruz County (which is notoriously expensive) compared to our colleagues who work fully remotely and can live anywhere in the US and therefore benefit from equal pay but with lower cost of living standards?

A Remote Work designation is not related to distance from Santa Cruz or the cost of living; rather, it's an option managers have as they determine the department's service and staffing needs. Information about remote work and telecommuting (e.g., as part of a hybrid arrangement) are on SHR's website. There are pros and cons to different arrangements that are different for each position, so we empower managers to work with staff to determine which arrangement is best in each situation. The foundational basis for the discussions and intentions around the equity program inherently take in a range of economic concerns such as cost of housing, etc.; these are not specifically called out.

How are you advising departments to team build and keep morale up between in-person and fully remote or hybrid employees?

Staff HR's Learning and Development Team curates a wide range of courses available to all employees as part of UCSC's commitment to professional development. The offerings related to work modality include an instructor-led course - Managing Remote & Hybrid Teams for Managers, with versions of this class for team members; as well as an online LinkedIn Learning offering, Hybrid Team Building with Purpose. We invite you to contact the L&D team by emailing Susan Burrowes, Interim L&D Manager, at susan.burrowes@ucsc.edu for more detailed information about these offerings or about your personal professional development ideas.

Housing

Would it be advisable to purchase property along the Santa Cruz rail/trail to build faculty/staff & student housing?

UCSC currently owns property on Delaware Ave where the Westside Research Park is located. The northern boundary of that property abuts the rail trail. We are developing a masterplan for the site, which may include housing.

Why do you insist on building on the East Meadow when most of the staff, faculty, student body, Design Review Committee and the campus's largest

donor all disagree with this? Why not stick with the original Housing West plan which didn't include the East Meadow?

After reviewing site alternatives identified by the campus planners including that suggested by the development team, Chancellor George Blumenthal made the decision to move forward with siting family student housing and child care at the intersection of Hagar and Coolidge Drives. Prior to this decision, presentations were made to the Administrative Leadership Team, Senate Leadership, the Academic Senate Committee on Planning and Budget, and the campus Committee on Campus Planning and Stewardship. Their feedback, as well as the feedback from those who had served on the developer evaluation team, was shared with the Chancellor. In addition, feedback from current residents in Family Student Housing, who reviewed the programmatic impact of siting their units at the west site versus an alternative site were also shared with campus leadership.

Historically and currently, faculty are given preference when employee housing is awarded. When the new employee housing is brought online, will staff and faculty be given equal chances to be awarded?

We are reviewing and reevaluating the employee housing policy and may be recommending changes, including those that address equity concerns.

Mental health and morale

Please answer if you believe we are experiencing a mental health crisis nationally, and especially on college campuses. If yes, please describe your professional strategic plan for UCSC and providing the highest quality mental health services.

Unfortunately, we do find ourselves in a crisis situation in this country when it comes to the mental health of our younger people. Our Counseling & Psychological Services (CAPS) colleagues report a 40% increase in demand since pre-pandemic, and our faculty have noticed the increased anxiety of their students. The majority of college students today meet the criteria for at least one mental-health challenge, and although the rates of these challenges are the same among students of all races, students of color are less likely to get treatment.

The statistics are alarming. In a survey of 90,000 students from 133 US college campuses:

- 44% of students reported symptoms of depression
- 37% said they experienced anxiety
- And 15% said they were considering suicide—the highest rate in the 15-year history of the survey.

So what are we doing at UCSC?

- Resources are being targeted to get students the help they need.
- We are hiring additional counselors in CAPS to meet the increased demand.
- We are contracting with outside resources like Lyra Health that provides both crisis counseling and longer-term therapy via telehealth, and Black Girl Doctor, which focuses on wellness coaching for our ABC-identified students.
- Our colleagues in the student resource centers and in the Student Health Outreach and Promotion center (SHOP) are proactively reaching out to students through tabling, events, group sessions, and peer support.

UCSC has amongst the highest employee turnover rate in the UC system and morale is extremely low for both long-time and even newer employees. Why isn't anyone addressing this issue?

UCSC continually considers employee wellbeing and morale and understands the many factors affecting any given employee's satisfaction and decision to remain employed here. At the campus level, attention is given to compensation, professional development opportunities, providing multiple channels of communication (i.e. SAB, Affinity Groups, Chancellor's Forum, and HRAG among others).

At the Division and Department levels, leaders grant STAR Awards and SPOT awards to acknowledge and appreciate employee contributions to the success of their departments and the campus community. In addition, leaders and employees frequently create non-monetary programs and approaches intended to increase team morale and satisfaction.

Will UC Santa Cruz implement a "Health in All Policies" program - as the City & County of Santa Cruz has done?

LINK: <https://www.cdph.ca.gov/Programs/OHE/Pages/HIAP.aspx>

According to the California Department of Public Health, "Health in All Policies" is "a collaborative approach to improving the health of all people by incorporating health, equity, and sustainability considerations into decision-making across sectors and policy areas. The approach recognizes that our greatest health challenges—like chronic illness, climate change, health inequities between populations, and increasing health care costs—are highly complex and influenced by policies, programs, and investments across sectors."

Here at UCSC we are actively engaged in a process to launch our participation in the Okanagan Charter, which like the Health in All Policies program takes a holistic and systematic approach to well-being and focuses on people, place and planet. There is a proposal for all ten UC campuses to sign on to the charter to become Health Promoting Universities. You will hear much more about the Okanagan Charter in the coming months.

In the meantime, we have hired our first Chief Well-being Officer on campus, part of

whose focus is to lead the project of launching and shepherding the Charter, but also to align strategies for the multitude of wellness and well-being efforts already in place on campus.

Tuition/Benefits

Can you please list the campus and UC resources that provide tuition waivers or assistance to employees and/or their dependents? It would align with our principles of community to make the UC system affordable for the employees serving them! Thank you for your time and efforts.

Here's info from UC benefits website

(<https://ucnet.universityofcalifornia.edu/compensation-and-benefits/other-benefits/tuition-discounts.html>):

Tuition Discounts

UC supports employees who want to advance their education and offers tuition and fee discounts to those who are eligible. Tuition discounts are not available for certain self-funded academic programs and extension programs. Please contact your location for details before enrolling.

Reduced fees for university classes

Regular status employees who meet the admission requirements of the university are eligible for two-thirds reduction of both the systemwide tuition and student services fee when enrolled in regular session courses of up to nine units or three courses per quarter or semester, whichever provides the greater benefit. If you are eligible to receive reduced fees under this policy, you are not eligible to receive an additional reduction in fees under the Policy and Procedures Concerning Part-Time Study.

The reduced fee enrollment provision applies to non-represented and most represented employees. Represented employees should consult their bargaining unit's contract for specific information.

The provision does not include access to student services and facilities provided through the University Registration Fee, which includes but is not limited to counseling centers, gymnasiums or student health services, unless you are otherwise entitled to them.

Campus Infrastructure

What is the plan for the Thimann Labs renovation/seismic upgrade/IIRB building project? Which options will the campus pursue, and what will happen to the Thimann Labs building to make it seismically safe?

We were approved for planning-phase funding at a meeting of the UC Regents

recently. With that approval, we will engage a team to develop the design, which will take roughly one year, after which we will return to the Regents for design and full funding approvals. In terms of funding for the construction, we have submitted IIRB as our top priority for a potential bond measure the legislature is considering placing on the March 2024 California ballot.

Commuting

Will UCSC add vanpool access to the Scotts Valley Center (SVC)? Carmageddon is in full swing with Hwy1 closing lanes & soon with Soquel drive along with Murray Street bridge closing & Tourist season starting which is driving up commute times. SVC does not have a Metro bus stop and has a 3-hour bus commute from Live Oak to SVC, along with No Bike Share in Scotts Valley, and with no real sustainable commute options from San Jose, Live Oak, Soquel Village, Watsonville, Marina & Monterey to SVC.

TAPS is always adding or modifying vanpool routes depending on demand. If there are at least 6 employees that want to form a vanpool and at least 1 person agrees to drive the van, Julie Munnerlyn, TAPS Vanpool Coordinator, will help them set it up! Interested individuals can visit the TAPS Vanpool website ([here](#)) for more information, email the Vanpool Office at vanpool-group@ucsc.edu, or call (831) 459-4289.

Web services

I'm curious about our website going down. Do we know if this is a trend to anticipate?

The website went down due to a denial-of-service (DOS) attack. During the attack, visitors to our website were unable to access it due to our website being flooded with traffic. While we may experience a DOS attack again, ITS is taking actions to ensure that this does not become a pattern.

Budget

Can you explain the FreshAir budget model?

AIR stands for Academic Instructional Resources, but the Fresh AIR model is more comprehensive in that it also covers a range of resource allocations to the five disciplinary academic divisions (Arts, Eng, Hum, PBSci, and SocSci) that go beyond direct instructional support. There are two main reasons for the AIR rethinking of the way in which we allocate

resources to these academic divisions. The first is that AIR enables us to free up divisionally held open faculty FTE provisions so that we can use these provisions for their originally intended purpose, namely hiring faculty. The other is so that we have a metrics-based allocation model for the academic divisions (like most other UC campuses have), because metric-based allocations are transparent and fair, they are predictable (so divisions can plan for the short and long term), and they scale up and down with permanent resources (e.g., Senate faculty, space) and the work of a public research university that is student centered (e.g., research, UG and Grad teaching). These allocations are the result of an extensive collaborative process with the academic leadership, including but not limited to divisional deans, assistant deans and CPB (Senate) sitting members. We always share all materials and details with divisional leadership, and your divisional leadership will be able to provide more context and details about the Fresh AIR model.

Research

How is the campus planning to support faculty/research activities following the increase in researcher/student salaries and stipends?

[In an email from CP/EVC Kletzer and VCR MacMillan](#) on 5/22/23 to faculty and researchers, we outlined a program to provide funds to PI's to support the gap in pay for GSR's and Postdoctoral Researchers. The program asks PI's to identify methods to rebudget their existing funding and utilize unrestricted funds to cover this gap, but if that is not possible a request can be made. In addition, we will continue to have seed funding programs available that will provide additional funds to support graduate student salaries.