

Compensation

I am being asked to do more work, due to staffing issues. I am not getting a stipend. As a salaried staff member, what options do I have? I am already giving up lunch time to complete this extra work, with no additional pay and am suffering stress related health concerns because of this extra work.

Unfortunately, the retrenching actions have left a lot of critical university departments understaffed, making it much harder to provide the services our community expects and deserves. Workloads are way out of sync with the people we have available to do the work, and our teams are at real risk of burning out. We also want to maintain our productivity while supporting students and not exacerbating student tensions. Can the university give us some guidance on how we can possibly (practically) do this?

Workload is going to be one of the central issues we manage together in the coming years. I want to encourage everyone now to recognize that burning out is much worse in the long run than talking through the possible strategies and solutions. It's important to talk with your manager or supervisor about workload issues and make prioritization plans so that you're in agreement about what can wait and what might need to be done more quickly.

In the SAB forum presentation, we discussed process improvements and we have a group working on large ones, but every unit can be thinking about how to streamline their processes and what parts of the role are most crucial. We're going to have to work together to make these decisions and keep the lines of communication open. These are the exact interactions that the [principles for adapting workload](#) are meant to guide because it won't always be easy and we need to come to these discussions with a collaborative mindset.

What sort of increase in productivity justifies some Chancellors on campus receiving large increases to base pay, sometimes as much as \$40k?

Individual compensation is based on a variety of factors, including experience, job duties, ability to recruit and retain, and market rates. It can be difficult for those unfamiliar with the work of others to accurately assess appropriate compensation by simply comparing year to year as individuals may take on new portfolios without title changes.

This year, Chancellor Larive declined both the 4.2% across the board raise and the raise initiated by UCOP to align Chancellor's with market pay.

Given budget constraints, will merit-based salary increases be allowed at all in the next year (or few)?

Across the board increases are recommended by UCOP and incorporated in the annual budget process which begins in November and is in process through the Governor's May Revise. We will

not be able to answer this question until more is known about the state budget and the systemwide budget. This timing is true every year, regardless of the campus budget situation.

The STAR Awards Program has been suspended as a result of budget cuts, while staff are simultaneously being expected to do more with vacant positions going unfilled and resources being cut. Will units be given the option of providing STAR awards from their own funds?

Right now we have required costs associated with our commitments and we have discretionary costs. Fixed costs are all those things we have to pay like salaries and benefits, utilities, maintenance fees, and so on. Our current revenue does not cover our fixed costs. We are obligated to cut discretionary costs where we can to close our deficit as quickly as possible. It is painful in the short term and I know that STAR awards are a tool for supporting some staff, but it will help us reduce our deficit more quickly in the long run.

Budget

Are there any updates with the campus budget? I am concerned that we are trying to plan for programs that realistically we cannot move forward with due to the budget concerns.

What concrete actions are you taking to get UCOP to assist with UCSC's budget crisis? As 1 of 10 campuses under the UC umbrella it appears incumbent on the UC wide system to better justly distribute funds to UC campuses who are in a budget deficit- especially a campus like ours who does not have a med center to supplement their financially. How are you advocating for our campus in this particular manner?

Will there be an opportunity for operations-level staff to participate in or provide input to the Chancellor's Budget Advisory Committee?

The Budget Forum held earlier this fall provided an overview of our budget including information about how we got to our current budget deficit and our path to fiscal sustainability. In addition, a website has been developed at <https://foa.ucsc.edu/budget-updates/> to provide additional information. The combination of sharp increases in costs, decreases in some revenues, and our enrollment remaining relatively flat all while we were already managing a small recurring deficit is the cause of our current deficit increase.

To address our deficit, we have implemented a number of expenditure controls by reducing discretionary spending like travel and entertainment and limiting hiring. We've also worked with principal officers to return some carryforward spending authority to the center and the Budget Advisory Committee will be making a multi-year recommendation for spending reductions. Our budget team is working on a number of process improvements including enhancing our annual budget development process and changing carryforward expectations. The decentralization of the central benefits pool has been a big step to help hiring managers understand the full cost of hiring an employee. We're also reviewing our auxiliary assessment and some of our past allocation methodologies. We're developing new processes for ongoing monitoring and improved projections for all of these areas.

We are soliciting ideas from staff and faculty for revenue growth and operational efficiency. Please visit <https://foa.ucsc.edu/revenue-generation/your-ideas-matter/> if you have any ideas you would like to submit.

Our campus is facing quite the budget shortfall. How does our situation compare to other UC campuses? Is UCOP leading a coordinated effort across all campuses to address the deficit?

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Seven of the nine undergraduate-serving UC campuses have been public about managing a structural deficit. UC Santa Cruz does not have a medical school or professional schools that return funds to campus to cover some core-funded expenses.

We are meeting regularly with UC Finance leadership to ensure their understanding and secure their support. Most UC campuses are currently experiencing structural deficits. We do, at all levels, consistently advocate for an equitable allocation of funds that accounts for the differences between our campus and others.

Can you tell us the growth in expenditures of each of these each unity from 2019 to 2024, as a percentage and as a dollar amount, and the amount by which each unit has had its budget cut so far?

In view of the growth in expenditures in certain units which might be expected to bring in revenue:

- **What is the number of incoming non-resident undergraduate students each year from 2019 to 2024 as a percentage of the total number of incoming undergraduate students that year?**
- **What is the dollar amount obtained by UCSC in gifts each year from 2019 to 2024?**
- **What is the revenue brought in by UNEX each year from 2019 to 2024?**

Can you provide data about the percentage growth in staff from 2019 to 2024 so that we can see if there has been disproportionate growth in managerial staff?

Your graph of expenditures and revenue shows a steady increase in the gap between them over the last several years. Can you tell us when the Chancellor knew that we had serious financial problems?

Your plan for reducing the number of staff seems to mainly consist of not replacing staff who retire or leave. Do you agree that this will result in vacancies occurring randomly instead in places where analysis shows that the cuts will be less painful? How will you counter this damage?

Why is UCSC, already behind other UC campuses on metrics like the faculty to student ratio,

classrooms, etc. having to retreat still further to balance its budget? What is different here compared to other campuses? Not salary growth due to union contracts, for example.

An [Overview and FAQ](#) webpage has been established to provide information and updates regarding UCSC's budget situation.

While the structural deficit in our core funds has existed for several years, it has been growing more significantly since 2023. As a result, our reserves have diminished and are no longer sufficient to continue to bridge the deficit, which has increased the urgency to address the structural deficit.

To support planning related to personnel, campus leadership has developed [Principles for Adapting Workloads during Budget Realignment](#) to support staff, maximize efficiency, and help us continue to meet our campus mission as we adapt our workloads and work collaboratively across units.

There are several readily available dashboards at the campus and system level that provide insight into campus spending trends, personnel trends, enrollment trends and philanthropic activity:

- [Campus Operating Expenses Dashboard](#) - provides 10 years of UCSC spending history, which can be filtered a variety of different ways, including by division and by department to see spending trends over time
- [Personnel Profiles](#) - provides links to multiple UCOP dashboards with UC employee information, including dashboards with October and April employee snapshots for all UC campuses back to 2019, with separate tabs for Headcount and Employee FTE (Full-Time Equivalent) and includes breakdowns by employee types (MSP - Managers, MSP - Senior Professionals, PSS, etc.)
- [Enrollment Dashboards](#) - IRAPS has a variety of enrollment related dashboards, including total enrollment by Headcount and FTE and Enrollment by Student Characteristics, which can be filtered to see trends, including by new and continuing student enrollment
- [UCOP Student Faculty Ratio Dashboard](#) - provides data on student faculty ratios for UC as a whole and by campus (Note: UCSC is in the middle and close to the system average)
- [2023-24 Annual Report](#) - highlights UCSC philanthropic activity, including fundraising totals by division and year

I understand that in an environment of budgetary shortfall, looking at and addressing "redundancies" becomes important. But in the realm of direct student support, and in building inclusive communities for students, redundancy actually brings very high value. How will this be protected, or at minimum taken into account when your team needs to make "hard" structural decisions?

Campus leadership has developed [Principles for Adapting Workloads during Budget Realignment](#) to support staff, maximize efficiency, and help us continue to meet our campus mission as we adapt our workloads and work collaboratively across units.

Given the UC wide budget shortfall, has there been any change to the campus growth plan and the level of planned financial support we were scheduled to receive from the UC Board of Regents?

Due to housing constraints, the campus has not grown enrollment significantly over the past several years. As more housing comes online, it will be possible to support additional enrollment. We continue to refine our campus growth plans based on enrollment projections, housing plans, capacity considerations, and budget considerations. Generally speaking, increasing enrollment increases revenues, thereby reducing the shortfall.

At a state level, the State of California remains committed to the funding compact, including 1% annual enrollment growth for the UC. However, given the current deficit at the state level, many state agencies took close to 8% reductions this year and the Governor has signaled the UC will receive a 7.9% reduction in FY26, along with deferral of the funding compact to FY27.

Preliminary estimates provided by UCOP indicate we should anticipate a \$16.6 million budget reduction in FY26, which will increase our budget deficit next year. It is important to note that salary and benefit costs will continue to increase even with this anticipated reduction in state funding, which will further exacerbate our structural deficit issues. We are actively working to incorporate these planning assumptions into refined multi-year projections which will inform multi-year reduction plans under development.

Managerial Concerns

Staff can't provide feedback safely if you are supervised by faculty, and many are. And the harassment and bullying policy provides practically no safety for staff if there are issues around this.

How can we provide feedback on our supervisor's performance AS a supervisor? Should we speak directly to their supervisor?

All employees, including staff, should report harassment, bullying, or other abusive conduct at reportabusiveconduct@ucsc.edu and report any discrimination at equity.ucsc.edu. Staff can also report concerns regarding a faculty supervisor by contacting academic HR in their Dean's Office, the Director of Academic Employee Relations in Academic personnel, the Abusive Conduct in the Workplace Specialist and/or reach out to your respective Employee Relations (ER) representative. We encourage you to come forward with any and all concerns, and complaints of abusive conduct can be submitted anonymously.

If you have feedback you'd like to share, please go to the "skip" supervisor which is the person who your supervisor reports to. You can also add notes/comments in your performance evaluation which would go directly to your supervisor.

Can supervisors be supported, with training for instance, to learn and share ways they can

address morale among their employees?

We have many ways to offer training. There are currently supervisory / managerial trainings that are available through SHR via "How To's" and via the Learning and Development Center, who can also develop trainings on specific topics. Supervisors can check the SHR website for upcoming trainings.

Housing

I have been working on campus for over 20 years and have been on the campus housing list since 2007 and am unable to find or afford housing in the community where I work. How long does a staff member need to work here before we can have an opportunity for housing for staff?

A heads up, when staff email the housing office they either don't reply, or they have lost our applications we submitted years ago.

I submitted paperwork to get on the housing waitlist in 2019. The housing office won't answer my emails asking for a status update on where I stand in line; I have never known where I stand in line.

This year we are working to move the employee housing waitlist to a system that will enable employees to have transparent access to where their number is on the waitlist. As part of this effort, the list will be reviewed and updated to remove individuals who are no longer employees. In some cases, yes, the waitlist can exceed seven or more years. We are working on increasing inventory and turnover in the program to reduce wait time.

We're sorry to hear of any problems with communications with and support from the employee housing staff. It's a very small office, which has been stressed further due to employee leaves. That said, the office is working hard to modernize systems and processes so that it can provide better support to campus employees. Housing unaffordability is a nationwide issue. We are working to make the housing we have as affordable as possible, but we are not able to subsidize housing for staff. We do aim to provide fair compensation, such as through the equity program that was in place for the last three years.

Could you clarify if there are other housing options available besides the suggested Non-Affordable Luxury Apartments, which staff cannot afford due to their non-competitive salaries?

The housing we currently have is shown online (both [for sale](#) and [rental](#)). We are working to develop additional rental options on campus (Ranch View Terrace II) and off campus (Delaware) to increase the range of offerings. The Delaware project will include seven below-market-rate units and an additional twelve workforce housing units.

Safety

If there are protests and / or strikes are we to expect Santa Cruz City police to have the same presences it has in previous peaceful protests and strikes? If so, why spend so much money?

It would be great to park a campus police car and have a speed checker.

The descending bike lane on Bay is very dangerous – there is uneven pavement and not so much as bright paint identifying it – seems like a very simple and inexpensive way to at least alert the growing number of bike commuters.

With regard to protests/strikes, we follow the tiered response model as outlined in the [UC Community Safety Plan](#). Under that model, police are only deployed if lower level responses are not adequate to ensure campus safety and access and/or if there is an emergent safety issue that needs to be addressed. We request support from Santa Cruz City Police only if and when our UCSC Police Resources are not enough.

With regard to speeding and bike safety, we do use speed-feedback signs and Police deployment, the latter being recently ramped up to address vehicle safety issues. We are exploring ways to enhance bike safety, such as through improvements to bike lanes as you suggest. We recently completed a Bike and Pedestrian Safety Study and are seeking grant funding to implement its recommendations.

Thanks for your efforts to reduce carbon emissions!

Facilities

It is difficult to have janitorial services clean office spaces. I'm in an office with filthy windows that are covered in cobwebs and there is a pile of possible termite droppings in it. My office is depressing to work in and it feels like the campus doesn't care about the working conditions of it's staff or to keep up with basic building maintenance.

We deploy our limited custodial and physical plant staff/funding to best support the significant needs we have across our campus. We don't have a level of staffing to enable as high a level of service as we would like, but certainly strive to ensure work environments are clean and serviceable. We would like everyone's working conditions to be comfortable and welcoming. Specific requests for service can be made via email (wodesk@ucsc.edu), phone (831-459-4444), or [online](#). We do our best to address these requests.

Other

Have you considered Total Quality Management, TQM, which is a system and philosophy whereby every employee is encouraged to consider their workflow, including expanding to adjacent workflows from other teams which affect them, to look for ways to improve?

We don't currently have an organization-wide TQM program, but there are a number of efforts across various divisions in the spirit of TQM. A number of employees have training and certifications (e.g., six-sigma) that support that work. The [Process Improvement Task Force](#) includes some of those employees and is focusing on improvements such as you recommend. We've sought employee input into this process via the [Your Ideas Matter](#) site. We welcome your ideas and participation!

Do you plan to utilize AI to help with processes? Analyzing data?

Yes. AI is currently being used in pockets by students, faculty, and staff across all disciplines. In the Winter 2025 term, the AI Council is being launched to provide thoughtful governance and strategic oversight of AI technologies across our campus community. It will also consider use cases, including the use of AI to improve processes.

Is there data collection on positions that are being eliminated? This analysis must be made available to all staff.

Units have primarily sought to reorganize work and return unfilled positions to meet budget targets. If you have concerns about workload or other impacts from unfilled positions, please connect with your supervisor to share your concerns.

Concerning health care premiums, UCOP has stated "Employee contributions will continue to be based on salary, with higher employee contributions and percentage increases for those who earn more. To share costs fairly, the CORE PPO plan will require a premium contribution in 2025 (starting at \$25.91 a month for self-coverage). For other plans, employees with annual salaries up to \$140K a year will see 9% increases in their monthly premiums and employees with annual salaries over \$140K a year will see 11% increases." However, UC Care monthly premiums for employees making \$68,000 - \$136,000 are going up about 22%. Why are those premiums going up so much more than UCOP has stated? With Star Awards on hold, and uncertainty around raises for policy covered staff, this is basically a pay cut.

The increase quoted by UCOP and reflected within the 2025 Open Enrollment materials is a 9% to 11% increase when comparing the medical increase by each plan and within the same salary band from 2024 to 2025.

Annually the full-time salary used to determine salary bands also increases, for example: Salary Band 2 in 2024 was \$68K - \$136K and in 2025 it is \$71,001K - \$140K. Jan 1, 2024 full-time salary determines the Salary Band you fall under.

If your 1/1/24 full time salary moved you from Salary Band 2 to Salary Band 3, this would result in an increase higher than the 9% - 11%.

Please reach out to benefits@ucsc.edu and we can assist with answering specific plan coverage and salary band information.

I was under the impression that UC had passed a policy requiring all staff to reside in California after the pandemic. However, I am aware of a few individuals who are not living in the state at work at UCSC and wanted to understand why their situations have been approved.

This is not currently a policy for the campuses, only a policy for the UC Office of the President. It's always possible this policy could expand to the campuses given that it is based on ensuring that the UC is serving and employing the people of California. We have been encouraging hiring managers to be transparent with employees that this policy could come into effect at some point in the future to ensure everyone can make informed decisions.

Will the university consider devoting resources to raising our rankings to attract more non-resident tuition? Example from QS World University Rankings (<https://www.topuniversities.com/universities/university-california-santa-cruz>) shows a decline in our rankings. Currently #393, from a high of #265 in 2015

University rankings can be a useful tool for students and their families to learn about different institutions. We're always proud to see UC Santa Cruz recognized for our efforts related to teaching and learning. However, the rankings don't always tell the full story. Rankings can increase or decrease based on a number of items which we can influence, such as research output and academic reputation, as well as items we cannot influence including the number of institutions that are ranked and the ranking methodology used, which often changes from year to year. For example, in 2015, QS World University Ranking included 891 institutions while the 2025 ranking included 1503 institutions. For these reasons, while we will continue our awareness of the rankings, we must take care not to chase them.

What plans are in place to divest in genocide?

The University of California shared a [statement on divestment](#) on April 26, 2024.