

**ADMINISTRATIVE MANAGEMENT PROFESSIONALS (AMP) GROUP  
ANNUAL LIST OF PRIORITY PROJECTS FOR 2020-21**

**1. STAFF WELLBEING**

Background:

Our greatest priority heading into the 2020-21 academic year is the wellbeing of UCSC staff. As the COVID-19 crisis continues, and as the campus faces increasingly challenging budget realities, the UCSC staff will be expected to do much more with much less for the foreseeable future in support of the university's mission. Understanding that Pay-for-Performance increases for non-represented staff are not possible under the current circumstances, we would like to reiterate that the cost of living in Santa Cruz (and now working from home) continues to be untenable for most staff members. This was acknowledged in a case-study in the March 4<sup>th</sup> [CPB Memo](#), which states that 73% of non-represented UCSC staff are paid below the median for their job classifications since the last major budget crisis. Increasing pay for non-represented staff and reevaluating existing merit increase practices is our top priority. The continuing special salary practice and other efforts to retain faculty--and increase the faculty to student ratio--are crucial, but will become less meaningful over time when faculty are increasingly pulled away from research, teaching, and service to bridge gaps created by the lack of staff support at UCSC. As we continue to navigate this new budget crisis, that will similarly be a multi-year process, we urge campus leadership to undertake action in response to the Compensation Philosophy Task Force's report, and the CPB report, to increase staff salaries to competitive levels, knowing that the "significant cuts to core functions" identified in the CPB memo will also greatly impact staff.

In the meantime, we propose below five action items that we hope could be taken sooner rather than later to provide greater support to staff, even in a time of budget constraints.

**Proposed Actions:**

1. We ask that campus leadership formulate a strategic plan to address the ongoing undercompensation of UCSC staff--even if the funds to see it through are not immediately available--so as to be *proactive* instead of *reactive* as various crises continue.
2. We ask that campus leadership take action as soon as possible to implement internal promotion without open recruitments (the relevant section of PPSM 20 is on page 5 of [this link](#)). This is an approved UCOP policy that is supportive of staff, the implementation of which at UCSC would go a very long way towards promoting staff wellbeing, especially in a time of budget cuts.
3. We recommend greater support for staff in the form of childcare, both in terms of flexibility for working parents now also homeschooling children, and in the future when it is safe to return to working on campus. More specifically, we recommend the relaunching of an on-campus childcare program, additional funding for employees who are also homeschooling, and continued directives to supervisors to be especially flexible in terms of schedules for working parents. We also request to review the findings of the childcare survey recently conducted by BAS.
4. We recommend that the campus waive parking fees for staff who occasionally need to go to campus as COVID restrictions continue; that parking fees and rates be reevaluated when COVID restrictions end; and that the campus replace the current placard system with small window stickers for the sake of sustainability (and likely cost reduction).
5. We recommend that Learning & Development design several series of trainings, an outline of an L&D curricular plan to achieve specific goals, advertise these regularly, respond to staff inquiries, and adjust their trainings based on staff needs.

## **2. IMPROVED COMMUNICATION**

Background:

Sudden policy changes and directives have tremendous impacts on staff workload. While there were a number of crises this year that necessitated such fast changes, improved communication protocols and increased consultation and outreach would allow staff to meet these new challenges head on, rather than scrambling for information along with shouldering anxiety from students and other stakeholders.

With this in mind, another high priority item the membership cited in our brainstorming session was the need for improved communication on campus, especially in times of crisis. Examples of recent problem points included: the ASE hiring suspension and the 10-15% conditional lift of the hiring suspension; changes to graduate funding practices including IDRF, department fellowships, tuition support, admission offer language; changes to graduate “good standing”; the 5-year funding guarantee; the “position management” memo; and crucial class scheduling updates sent to department chairs only, with managers only learning of them when the Office of the Registrar forwarded them (rightly thinking managers also needed to know). Understanding that this was an extraordinary year at all levels, and that communication decisions often have to be made in the moment with at times limited information, there is a critical need—in times of crisis especially—for all of this to happen in a more streamlined and less ad hoc way. This is of course also true for more routine transitions such as the rollout of new campus systems, the upcoming shift from WCMS to Drupal a very relevant example.

### **Proposed Action:**

As the campus is likely considering these same questions about communications in light of the COVID pandemic, it is an appropriate time to ask: what does a shared governance model look like for leadership decision making that meaningfully includes staff? We in AMP recommend an increase in staff representation on more decision-making processes, which will encourage staff enfranchisement and leadership’s clearer understanding of impacts on staff. We recommend that the campus appoint an interim VC of communications as soon as possible, who is tasked with surveying how campus communications are happening now, where the communications break down, how they break down, and then rebuilding that structure. As mentioned in our cover letter, we recommend that public facing websites with timelines and project statuses are created to enhance transparency, with updates at multiple stages of projects as opposed to only announcing their initiations and final decisions. We know heading into 2020-21 that we are going to be dealing with at least two of the same crises we faced last year, and with someone appointed to do this work in a deep-reaching way (with campus leadership, all deans and other campus constituents), imagine that information will be disseminated in a much more consistent and cohesive manner, and the overall crises will be weathered more smoothly.

## **3. IMPROVED DISASTER-PREPAREDNESS IN INDIVIDUAL UNITS**

Background:

We are very grateful to Vice Chancellor Sarah Latham, Vice Chancellor Jean-Marie Scott, and Associate Vice Chancellor Steve Stein for meeting with the AMP Executive Board in the fall to follow up on items in our last priorities memo, and acknowledge that some of this follow-up work (including on disaster-preparedness) stalled in 2019-20 as we dealt with multiple disasters! This year, we would like to signal that disaster-preparedness is still inconsistent and often a point of unease and confusion across divisions and campus units, even as the immediate need to tend to our actual buildings has largely been put on hold with the pandemic. We still feel responsible for our areas, however, and greater preparedness continues to be a priority.

**Proposed Action:**

1. We ask that departments and units receive more support and training on disaster preparedness.
2. Following greater support and training for departments and units, we recommend that divisional deans be tasked with implementing a simple directive and annual reporting requirement that—within reason—makes departments accountable for their disaster-preparedness, and makes this preparedness more consistent across campus.
3. We recommend that the campus issue Cruz Alerts in Spanish and Chinese as well as English to improve communication with all campus populations.
4. We recommend that EH&S make public or issue a report on the status of different units' adoption of OES organizational models (Building Emergency Manager, Floor Marshalls etc). This transparency makes clearer which units need improvement, and allows staff to advocate within their units for support and change.

**4. ENSURING ALL EMPLOYEES HAVE UCSC-OWNED COMPUTERS****Background:**

In our last general meeting of 2019-20, two of our speakers were Security, Policy and Compliance Manager Tamara Santos, and Privacy and Information Practices Director Denise Dolezal. While AMP members already knew that computer replacement (especially for faculty) across campus was inconsistent, it was more surprising to learn from Tamara and Denise that it is an actual violation of campus compliance regulations for any university employee to conduct university business (and especially to download or transmit files) on a personal computer. As has been signaled before, it is very common practice in academic units for lecturers—and certainly GSIs—to operate using personal computers.

**Proposed Action:**

Acknowledging that the cost of this would be significant, we in AMP recommend that the campus take steps as soon as possible to ensure that its employees have UCSC-owned computers in order to be in compliance with its own security protocols.

**5. STREAMLINING AND SIMPLIFYING FINANCIAL AND OTHER CAMPUS PROCESSES****Background:**

AMP members have responded very positively to the recent implementation of DocuSign for some financial forms, especially with the move to working remotely. We look forward to seeing a similarly streamlined and simplified process for travel reporting and other forms going forward. We also recommend that the campus continue considering ways to simplify financial and other campus (e.g. QE exam reporting) processes overall, in addition to the forms these processes use.

**Proposed Actions:**

1. We recommend that the campus continue moving toward more forms being managed via DocuSign.
2. We recommend that the campus invest in teams or large scale projects to evaluate which systems changes will benefit the most users and support those change projects.