



UNIVERSITY
OF
CALIFORNIA

 CORO NORTHERN CALIFORNIA



Land Acknowledgement

The University of California recognizes that our campuses and other UC locations sit on the territory of Native peoples of California, and that these lands were and continue to be of great importance to Indigenous peoples. Every member of the UC community has and continues to benefit from the use and stewardship of these lands. Consistent with our values of community and diversity, we acknowledge with gratitude and make visible the University's relationship to Native peoples.



Our UC Story



"I felt the most impact with personal health. Finding work-life balance has been challenging... social justice has always been a concern because I have friends, family, and my children are minorities and face inequalities... I have been exercising to maintain my mental and physical health. I have been eating better since I am home and cook more meals."

Shellee Stewart
UC Riverside



Our UC Story



“Often when campus information did come out, it was related to the experiences of students and faculty. The experiences of staff were implied, but not explicitly stated.”

Edwina Welch
UC San Diego



Our UC Story



“As an Asian, I’ve been impacted by the scapegoating of East Asians for COVID deaths. Trump calling [the virus a racist name]. I fear for my family.”

Kevin Kawakami
UCLA



Presenters



Diane Forbes Berthoud
(she/her/hers)

Associate Vice Chancellor
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Erin Quinn
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OUR UC STORY

Impacts of 2020 and Recommendations to
Advance UC Leadership in Supporting the
Success and Well-Being of 21st Century Staff

Presented by UC-CORO
2020 Southern Cohort
April 8, 2021

2020 UC-CORO Southern Cohort



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Erin



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February 2020



COVID Cohort



Agenda

- Problem Statement
- Core Questions
- Methodology
- Findings
- Recommendations

“Maybe stories are just data with a soul.”

Brené Brown



Crises: COVID-19, Social Injustice & Economic



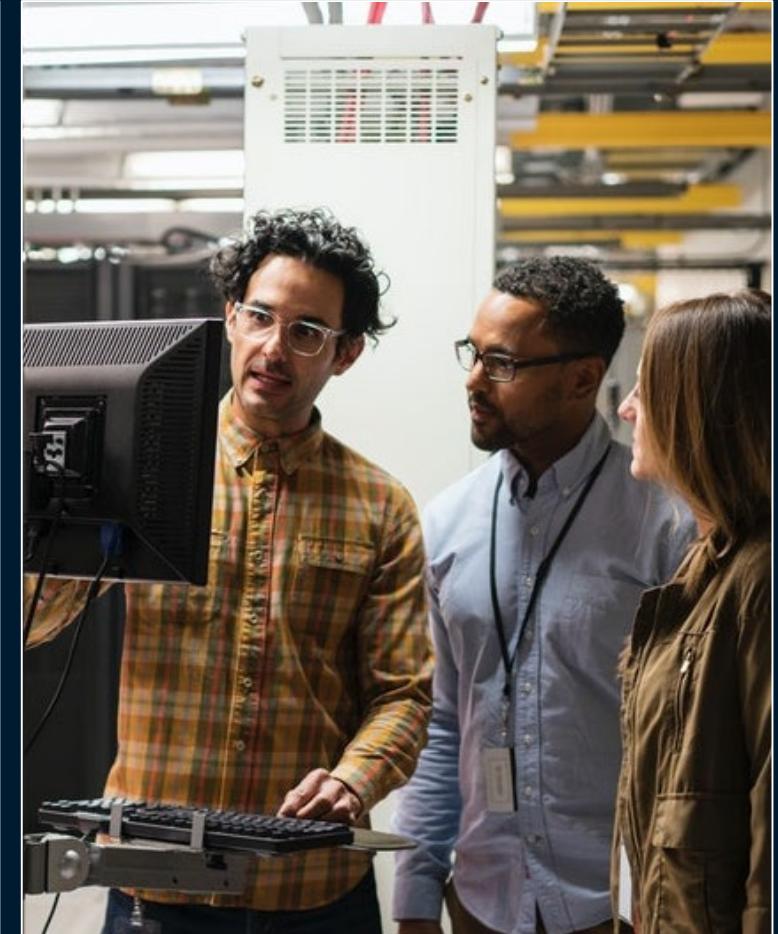
Problem Statement: Differential Impacts on UC Staff

- Women
- Non-binary persons
- People of color
- Caregivers
- Essential employees
- Lower-paid employees
- People with disabilities
- Non-traditional employees
- Employees without internet
- Employees living in multi-generational households
- Many others...

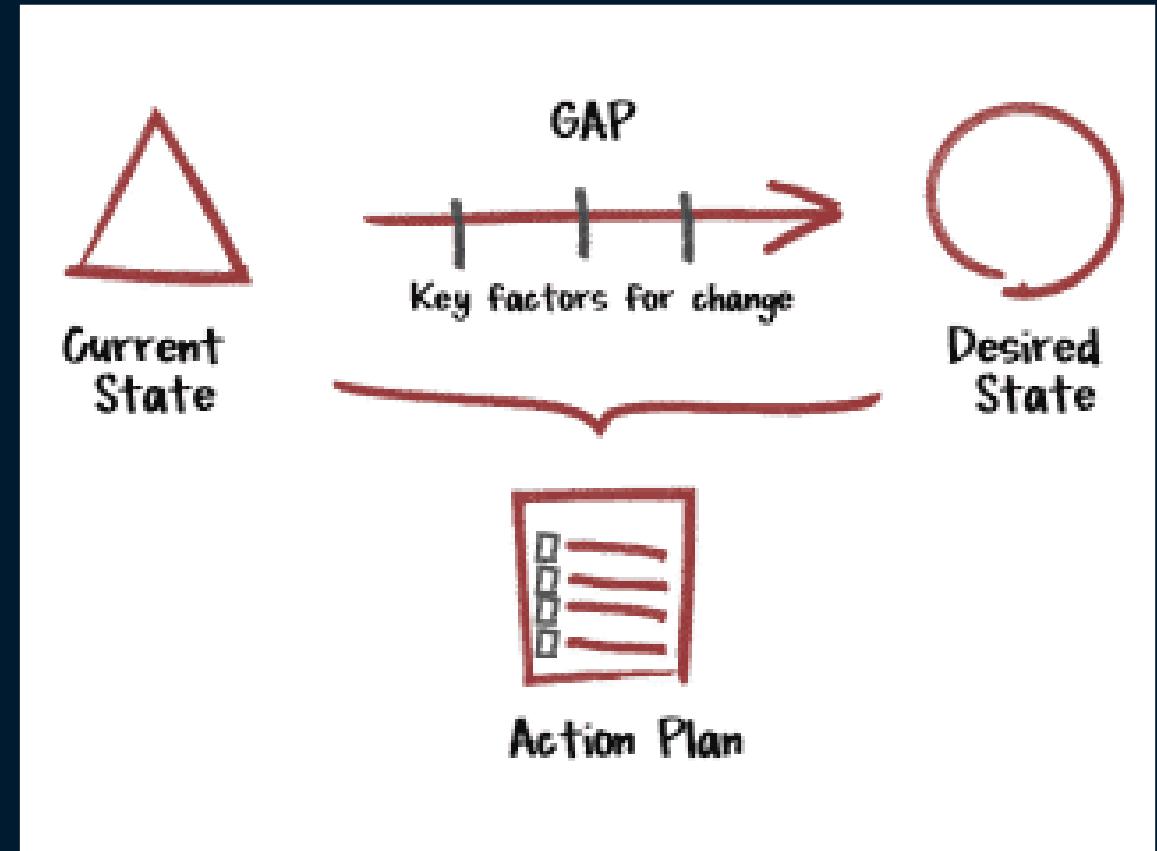
Core Questions

- What have been the **impacts on the University of California staff** members resulting from the COVID-19 pandemic and the concurrent economic and social injustice crises?
- What can the University of California do to **respond to and mitigate** the disparate impacts of the crises on staff members, and to transform the University into an exemplary leader in higher education that supports the needs and well-being of 21st-century employees?

Sector Investigations: UC, Higher Ed & Industry



Research: Gap Analysis



Research: Experiential Feedback



Research: 30 Staff Profiles



Findings

- Wellness & Mental Health
- Social Injustice
- Dependent Care
- Return to Site
- Financial Crisis & Assistance
- Communication & Outreach

“Research is formalized curiosity. It is poking and prying with a purpose.”

Zora Neale Hurston



Findings: Wellness & Mental Health

- UC lacks a plan that comprehensively addresses the multi-pronged challenges staff will face as we move toward a post-pandemic future



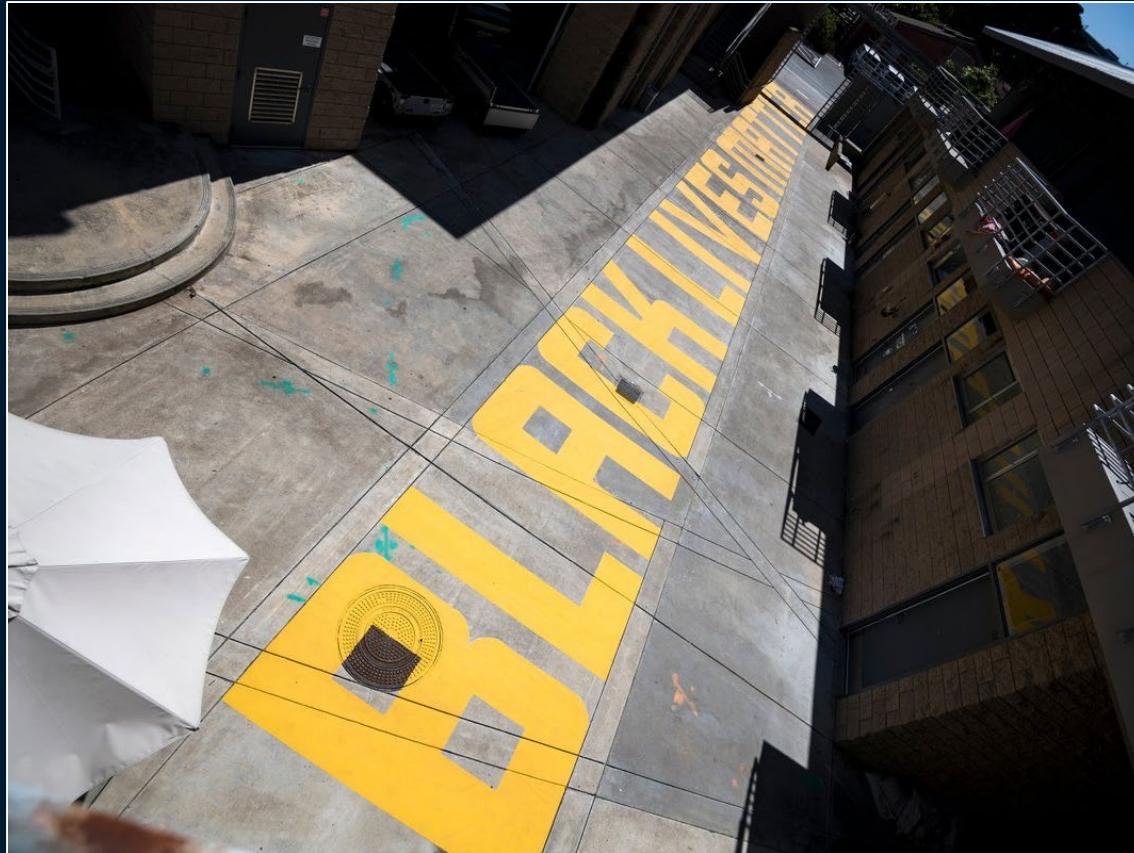
Feedback: Wellness & Mental Health



“The pandemic has been a very difficult time – difficult on staff – everything is like a house on fire. We did not slow down and breathe, all out sprinting, we really wore staff out. Also, we need to think about how to support the leadership.”

UCOP Staff Colleague

Findings: Social Injustice



- Financial disparity between campuses may impact effectiveness of local efforts
- Many peer universities declared Juneteenth a holiday
- UC campuses did not

Feedback: Social Injustice

“The University is on the right track. Talking about social injustice more. Encouraging departments to discuss it. But it can’t be a six month thing.”

UCLA Staff Colleague



Feedback: Social Injustice

“Sometimes I feel like Equity, Diversity, and Inclusion is a contest to see who can do it better and how many people of color you can get into your department brochure. It’s not authentic and I want the EDI work to stop feeling like a check box.”

UC San Diego Staff Colleague

Findings: Dependent Care



- Availability and affordability remain challenges
- UC leave policies are fairly generous so no perceived gap

Feedback: Dependent Care

“Supervisors have been flexible with my work schedule during the day as long as I complete my eight hours... The challenge is that I feel like I am working all day long.”

UC San Diego Staff Colleague



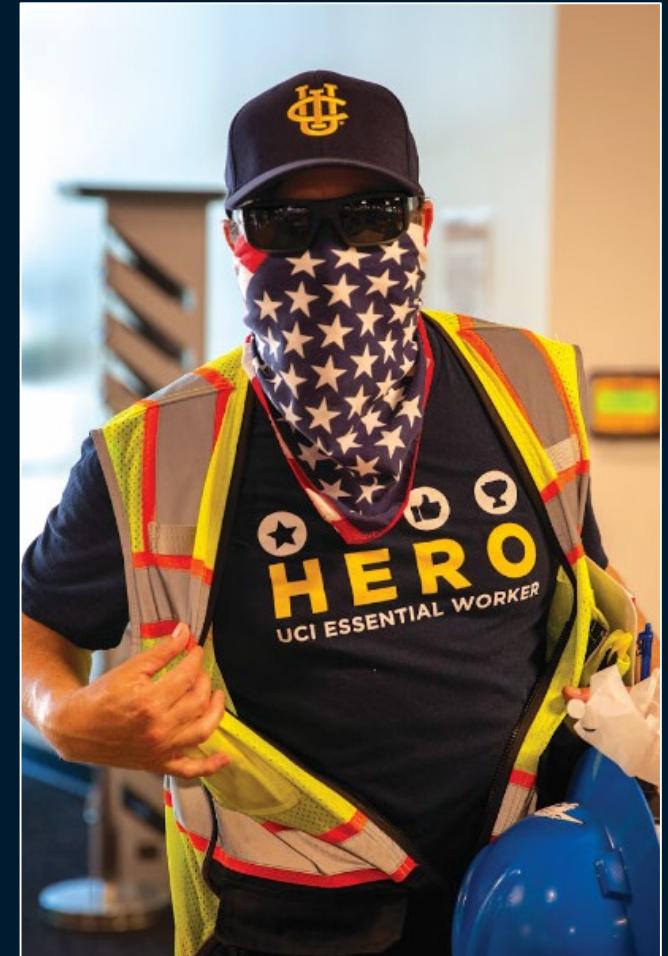
Findings: Return to Site – University of California

- Currently no clear return to site guidance for all campuses
- UC policies don't clearly address the potential for post-pandemic remote work
- UC has been treating remote work as a temporary measure
- UC does not have a plan to transition employees back to site or allow for regular remote work

Feedback: Return to Site – University of California

“Many staff have been reporting to campus for work every day over the past year. All of the staff that left will have to be reintegrated, which is no small task... There should be an explicit plan to make that transition as smooth as possible to prevent a cultural integration shock.”

UC San Diego Staff Colleague



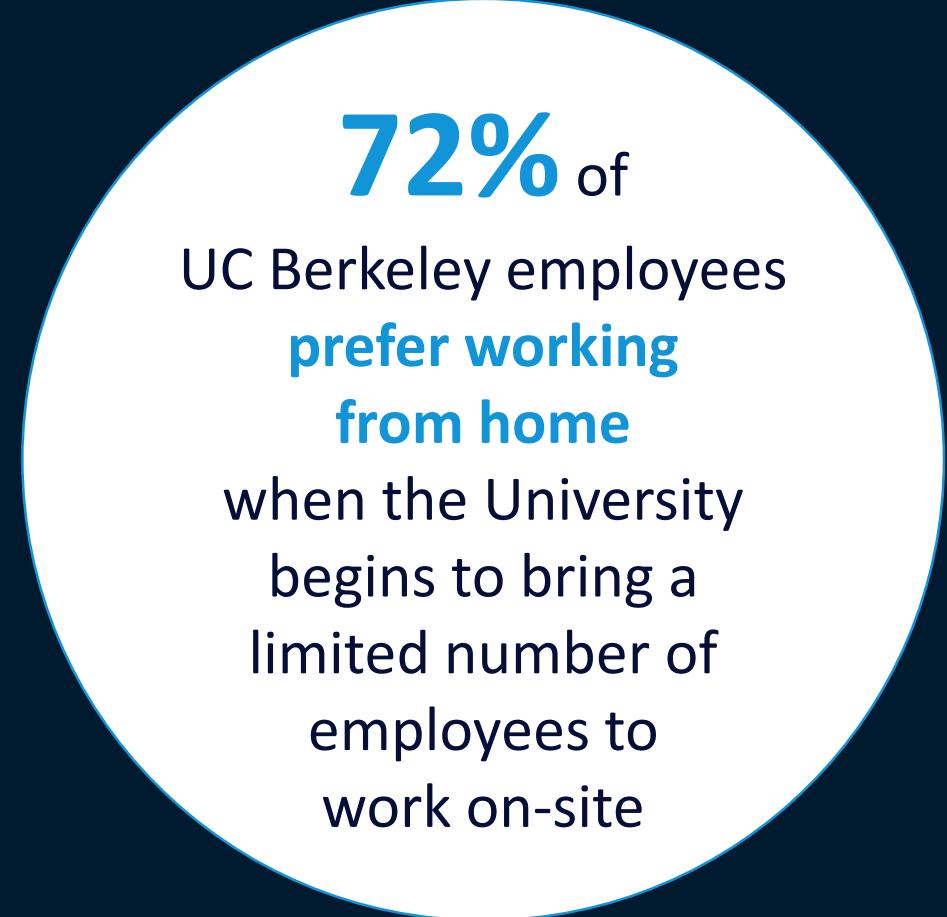
Findings: Return to Site – Industry



- Industry is reducing its real estate footprint
- Allowing more employees to work from home
- Providing space and opportunities to develop in-person communities, mentorships, networks, and creativity among the employees

Findings: Return to Site

- Higher education may not be business as usual when we return from the pandemic
- Industry has changed its work arrangements allowing for hybrid or fully remote work arrangements, where possible



72% of UC Berkeley employees **prefer working from home** when the University begins to bring a limited number of employees to work on-site

Findings: Financial Crisis & Staff Assistance

- Financial impact of pandemic uncertain and varies among UC locations
- Interviewed employees from UC Santa Barbara expressed concerns about the long-term impact on staff and deferred maintenance of building and equipment due to resource constraints
- UC is a leader in providing paid leave options related to COVID-19

Findings: Financial Crisis & Staff Assistance

“Salary freezes and lack of merit increases for non-represented staff members are frustrating, especially when people are being asked to do so much.”

UC San Diego Staff Colleague



Findings: Communication & Outreach

OFFICE OF THE PRESIDENT

October 28, 2020



UNIVERSITY
OF
CALIFORNIA

ALL FACULTY AND STAFF AT UC SAN DIEGO (Including UC San Diego Health)

A Message from President Drake: Consultation Continues on Possible System-wide Curtailment Program

Dear members of the UC community:

Earlier this month, the Office of the President commenced a 30-day consultation period to solicit input on a proposed 2020-21 curtailment program that represents a shared system-wide response to the economic uncertainty posed by the COVID-19 pandemic and long-term core funding challenges.

- Staff appreciate UC's effort to communicate but desired a more effective strategy.

**“Communication is important.
Continue timely information.”**
UC Irvine Staff Colleague

Findings: Communication & Outreach

“Communication from UCOP seems vague...”

UC Santa Barbara Staff Colleague

“Timing and lack of clarity of communications adds to my stress.”

UC San Diego Staff Colleague



“I have never yet seen any plan which has not been mended by the observations of those who were much inferior in understanding to the person who took the lead in the business.”

Edmund Burke



Recommendation #1

Develop a systemwide staff engagement process and an accessible and consistent communication strategy

Feedback: Systemwide Staff Engagement

“For many employees, large town halls are not the type of environment where they feel comfortable asking questions. A better option is small groups of employees, where they ask questions, where managers can clarify any misunderstandings, where employees can feel heard, and where mutual trust and respect can be developed.”

UC Santa Barbara Staff Member

Feedback: Systemwide Staff Engagement



“Multiple modes of communication (Zoom, Slack, email, Microsoft Teams, Google Chat) are helpful and too much at the same time.”

UC San Diego Staff Colleague

Feedback: Systemwide Staff Engagement

“Staff from less affluent backgrounds experience more hardship and do not always know what resources are available. In a post-COVID world, the University needs to ensure that communication continues for all about what resources are available, not just through email, but staff training.”

UC Santa Barbara Staff Colleague

Strategies: Systemwide Staff Engagement

- Establish regular two-way communication with staff members
- Leverage a variety of media and communication channels popular among staff
- Invite staff members to engage in a constructive dialogue, ask questions, raise concerns, and offer solutions to address emerging issues



Recommendation #2

Create and develop programs and structures that support UC telework and work-life balance

Strategies: Telework & Work-Life Balance

- UC should innovate and create new pathways for a reimagined workforce
- Prioritize strong support for work-life integration, including access to supplies and equipment
- Offer specific communication training for managing virtual groups, meetings, and patient care, including robust IT support

Strategies: Telework & Work-Life Balance

- Strengthen and expand wellness and mental health services
- Develop resources and enhanced training for supervisors to support employees in crisis, like a red folder system



Feedback: Telework & Work-Life Balance

“The pandemic has made it difficult to find consistent work-life balance because of changing environments. The uncertainty of many things caused some extra stress and anxiety but I have learned to find ways that work for me to work at maintaining balance.”

UC Riverside Staff Colleague

Strategies: Telework & Work-Life Balance

- Continue providing online resources and group sessions
- Provide managers with conflict resolution training
- Demonstrate a commitment to antiracist practices by providing guidance on how to manage a diverse workforce





Recommendation #3

Establish and strengthen structures and leadership that advance institutional equity, diversity, and inclusion

Feedback: EDI Structures & Leadership



“UCLA values equity, diversity, and inclusion and the next step is to focus on justice.”

UCLA Staff Colleague

“What investment is the system willing to make to create more positive, lasting change?”

UC Santa Barbara Staff Colleague

Strategies: EDI Structures & Leadership

- Commit to providing funds for creating EDI faculty, staff, and student advisors at multiple levels
- Expand antiracism training and research programs
- Create a roadmap for tracking campuswide priorities and progress
- Offer regular dialogues or forums with EDI advisors
- Offer various campus culture enrichment events

Feedback: EDI Structures & Leadership

“The University is good at getting people in the room but we’re not good at having the tough conversation.”

UCLA Staff Colleague

“However, even with some progress, I still see academia as a rigid place that is difficult for minority members to succeed in leadership positions.”

UC Riverside Staff Colleague

Strategies: EDI Structures & Leadership

- Administrative units and departments should make a commitment to improving faculty, staff, and student diversity through recruitment and hiring as an advocate for social justice



Feedback: EDI Structures & Leadership

“Even at UC there are embedded structures that support systemic racism and social inequity... We must all do our part. Waiting for the President to eradicate racism is a lot of burden to put on the shoulders of one person. We must all become anti-racist. Staff surveys are excellent tools to gauge the temperature of staff. Using the results of these surveys to implement changes is even better.”

UCOP Staff Colleague

Strategies: EDI Structures & Leadership

- Campuses should improve institutional self-evaluation
- Partner with local communities to address antiracism as a public health issue





Conclusion

Position the University of California as an exemplary leader in higher education that supports the success and well-being of 21st century staff

Our UC Story



“We have amazing staff who care about the University and the people we serve. Staff have been amazing at pulling together to serve the student and campus community.”

Yen Tran
UC Santa Barbara

Our UC Story



“I am working double the hours and one-and-a-half times the workload. But it feels good to contribute. Work is therapy. This is exactly what I came here to do.”

Albert Chang
UC Irvine

Our UC Story



“I always get reminders that we are a team and that we will get through these challenges together, which is motivating to make sure that I can work at my best.”

Duyen Trang
UC Riverside

Acknowledgements

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- Our Staff Profile Volunteers
- President Drake
- University of California Leadership

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Alex



Christina



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Cyndi



Diane



Erin



Ignacio



Jared



John



Karen



Lori



Nilofeur



Patty



Ron



Tana



Tony



Valerie



Xinping

Photo Credits (Slides 2-12)

- Slide 2: California Native Tribes: Babbage - Own work, CC BY-SA 3.0, <https://commons.wikimedia.org/w/index.php?curid=8366241>
- Slide 3
 - Exhausted Healthcare Worker (Upper Left): insta_photos – stock.adobe.com
 - Protesting Health Workers (Upper Middle): David Geffen School of Medicine at UCLA
 - Mother Working from Home (Upper Right): Getty Images
 - Father Working from Home (Lower Left): <https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/Working-from-Home-with-Kids-Coronavirus.aspx>
 - Food Bank (Lower Middle): Mario Tama/Getty Images News/Getty Images
 - My Ethnicity is Not a Virus (Lower Right): Steven Senne/AP
 - Coronavirus Background: Pixabay
- Slide 12: Bren Brown: Danny Clark

Photo Credits (Slides 13-17)

Slide 13

- Working from Home (Left): Craig Mitchelldyer/AP Photo
- Social Injustice (Middle): Sara Reingewirtz/Los Angeles Daily News/SCNG
- Economic Crisis (Right): narvikk/Getty Images

Slide 16

- University of California (Left): Steve McConnell/UC Berkeley
- Higher Education (Middle): W. Steve Shepard Jr.
- Industry: Jetta Productions Inc.

Slide 17

- Whiteboard Strategy Session: <https://thejiliangroup.com/whiteboardstrategy/>
- Gap Analysis: <https://www.pharmaguideline.com/2019/07/gap-analysis-for-regulatory-compliance.html>

Photo Credits (Slides 18-26)

Slide 18

- UC Employee Engagement Survey: <https://staffassembly.ucla.edu/uc-employee-engagement-survey/>
- Employee Satisfaction Survey: <https://www.jdsupra.com/legalnews/focusing-on-the-disconnect-mid-level-ma-69919/>

Slide 20: Zora Neale Hurston: Corbis/Getty Images

Slide 21: Return to Work: iStock/Getty Images

Slide 22: Tired Worker: Jesse Costa/WBUR

Slide 23: Black Lives Matter: Erik Jepsen/UC San Diego

Slide 24: Social Injustice Town Hall Meeting: UC Irvine

Slide 26: Preschool: Brittany Hosea-Small/UC Berkeley

Photo Credits (Slides 27-39)

Slide 27: Telecommuting Mother with Child: Late working mother: <https://www.cnbc.com/2021/03/10/op-ed-working-moms-in-finance-may-feel-overwhelmed-at-times-but-if-you-love-your-job-find-a-way-to-stay-at-it.html>

Slide 29: Hero: Steve Zylius/UC Irvine

Slide 31: Office Dismantle: <https://www.todayssystems.com/blog/theofficeredesign>

Slide 33: Stressed over Bills: <https://www.which.co.uk/news/2019/02/sky-to-raise-its-broadband-and-tv-prices-in-april/>

Slide 36: Edmund Burke: <https://www.alamy.com/stock-photo-statue-of-edmund-burke-at-trinity-college-dublin-irish-statesman-satirist-23592252.html>

Slide 37: Network: <https://www.firstdistribution.com/unified-communications/>

Slide 39: Communication Overload: <https://themanagersjournal.com/blogs/news/eliminate-information-overload>

Photo Credits (Slides 42-53)

Slide 42: Telework: <https://customers.microsoft.com/en-us/story/810495-microsoft-partner-professional-services-dynamics-365>

Slide 44: Mental Health: Busa Photography/Getty Images

Slide 46: Staff Discussion: fizkes/iStockphoto

Slide 47: EDI Leadership: UC San Diego

Slide 48: Lecture : Steve Zylius/UC Irvine

Slide 51: Interview: <https://smallbusinessatwork.org/tool/6/playbook>

Slide 53: Racism: A Public Health Crisis: University of San Diego