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September 12, 2022

CYNTHIA LARIVE
Chancellor

LORI KLETZER
Campus Provost and Executive Vice Chancellor

DAVID BRUNDAGE
Chair, Academic Senate

RE: 2022 AMP Priorities Memo

Dear Campus Colleagues,

With another year behind us, our campus has much to celebrate in what we have achieved, learned, and overcome this past academic year. We are excited about the advances the EVC's office has made on our requested campus-wide calendar project, and are looking forward to seeing the first iteration later this summer. Though there were stumbles along the way, we saw a gradual and ultimately successful return of activity on campus, and in the process we have collectively identified areas where there is room for growth and new opportunity as we continue to move through the COVID-19 pandemic.

UC AMP (Administrative Management Professionals) is a systemwide institution of business officers from academic departments and research organizations, curriculum and academic program analysts, and operations managers. It is from the perspective of these individuals that we provide our annual priorities memo. Though our primary focus is on the day-to-day processes and responsibilities of academic departments and divisions, we feel it is important to advocate for all staff and the issues we all face.

As we reflect on the past year and anticipate the academic year to come, there are three central, intertwined matters that we believe need to be addressed by campus leadership.

Faculty Expansion Plan

Being mindful of space and staffing needs

The [February 8th announcement](#) of hiring 100 additional faculty is an exciting prospect for our university. It also raises a number of logistical concerns for the AMP membership as we wait to receive further

information regarding in which departments/divisions the FTE for the projected 100 new faculty will be placed and what additional operational and staffing infrastructure will be put in place to support them.

As we all know, space is an ongoing issue at UCSC. Program and department managers already experience challenges providing appropriate space for their units' academic and administrative staff and faculty. These challenges grow yearly, and are further exacerbated by inequities in space assignment unit by unit and division by division. Some units struggle to provide appropriate work space for their full-time faculty and staff while others maintain faculty and emeriti offices that go unused for years. Many of our staff workspaces lack the infrastructure (e.g. strong and continuous ethernet network, HVAC, etc.) necessary to support successful, efficient, and expeditious administrative work in our changing environmental and technological climate. Our campus needs to recognize and address these disparities before we put further pressure and strain on our infrastructure. The COVID-19 pandemic provided us with ample time to reflect on strategies to address these challenges, and we have been pleased to see some steps taken in the past year. We understand that the Campus Planning and Stewardship Advisory Committee has been working to audit our campus space needs. We look forward to receiving this committee's findings and proposals for supporting the campus's long term space needs in the coming 10 years.

There is an additional concern regarding the amount of staff support required to hire new faculty. An enormous amount of staff work goes into each part of a faculty recruitment, and this staff support stretches across various units and offices across campus. The AMP membership is concerned that our campus is insufficiently staffed – from the Academic Personnel Office on down – for a sharp increase in ladder-rank searches. Academic units will need clarity on what kinds of additional support the campus will make available to units as more searches are approved to be launched as part of this initiative, as well as what planning is being done to increase staff FTE in academic units to support a larger faculty body. It is imperative that staffing be raised to an adequate level before we start adding more faculty and the staffing that will be needed to support this initiative. Academic units are already working at or over capacity. Expanding faculty will increase staff time with regard to onboarding, facilities, equipment needs, faculty personnel reviews, curriculum, student advising, etc. Without increasing the number of staff this is not realistic.

Proposed Actions:

1. More central support and staffing for APO to support the initiative.
2. Clearly communicated plan on what kind of additional support the campus will provide to units for this initiative.
3. Realistic staffing to support new faculty growth in general at UCSC. We are asking for clarity on what is the ratio we can expect for academic support staff to faculty in units.

Hybrid and Remote Work

Modernizing practices in a changed labor market

The gradual return to work over the past year has highlighted the challenges and opportunities of remote and hybrid work. Most AMP members have had success in making both hybrid and fully remote schedules work in their units, not only for themselves but also those they supervise. These members have

been able to take advantage of our newly flexible work environment by shifting some focus-intensive work to work-from-home days while also having some time when we can be in the office again with coworkers and enjoy the camaraderie we have missed the past few years.

However, in discussions with colleagues across campus, there seems to be varying levels of enthusiasm by managers and unit directors toward allowing remote and hybrid work. The campus delegated those decisions to the principal officers, and we agree that is the right call. We also fully acknowledge that there are roles that must be in-person and that there needs to be a staff presence on campus. What we see as troubling is that employees who do much of the same work in different departments are afforded different levels of flexibility with their schedule.

At the 2022 UC Systemwide AMP Conference, UC Davis employees lamented a continual loss of colleagues to UCLA because of their flexible work policies. As an employer, we have to acknowledge that the work environment and expectations from laborers have changed. It would be beneficial to the campus to have resources (philosophies, ethos, innovative best-practices) provided to all employees that acknowledge and highlight the important benefits of remote and hybrid flexibility. This will attract high caliber talent, address the aforementioned space constraints, and reduce attrition of current employees, some of whom are the sole individuals with knowledge of a certain process or system, and those with invaluable institutional knowledge.

Proposed Actions:

1. Hybrid/remote work addresses certain campus space limitations. Furthermore, hybrid and remote work retains and attracts staff moving forward. We ask for acknowledgement that these practices will continue as well as for the development of more training and sharing of best practices to support managers and teams.
2. There are times when working remotely is not possible due to an internet or power outage. We ask that campus provide guidance on how to handle these situations for our remote employees. Extension of deadlines to accommodate remote staff work that is impacted by such events could be one way to handle these situations.

Online Teaching

Providing guidance for an online future

In a [May 2021 memo](#), CEP stated, “Online instruction is increasingly being integrated into the national educational experience.” It goes on to say, “CEP, GC, and CCI wish to encourage, not discourage, the creative use of technologies in online courses with the aim of improving student learning.” Our experience over the past year has not demonstrated this message. Faculty worked with CITL and Online Education, the experts on our campus for creating online and hybrid courses, only to have the Senate reject the proposals without substantiating feedback. This is an issue for faculty and staff alike who devoted many hours of work to create UC-quality online courses only to have it be a waste of time.

We want to thank you for facilitating a meeting between divisional and Senate analysts. We see this as a great first step in continuing better communication between these units. With that said, we came away from that meeting with an important request unmet. Similar to how CITL has provided a template

syllabus for faculty to use, we ask that the Committee on Courses of Instruction provide a clear rubric to staff and faculty alike that articulates the criteria being used to review courses. This is indicative of a larger issue: there is no clear repository for Senate policies that can be referenced.

We do not see an articulated vision for our campus to keep up with the “national educational experience” if courses that have been proposed by our top faculty, with the support of our online education experts, are not being approved. We do not pretend to be experts in pedagogy, online education, or teaching, but we do have significant collective experience in working directly with students, scheduling courses, projecting enrollment, and assessing resource and space needs. The Senate’s tightened criteria for approving courses and the lack of space for new faculty offices are problematic, but there is also a tremendous shortage of classroom space in which the new faculty will teach. We have no excess classroom space as it is, with no plans on the horizon for new construction outside of the Kresge project. We enthusiastically support, and look forward to working with, campus experts as we see online education being an increasingly large part of our campus’s future.

Proposed Actions:

1. Campus vision of incorporation of online curriculum (synchronous, asynchronous, hybrid).
2. Establish a policy that would define qualifiers for courses to be taught online.
3. Develop and distribute resources for departments to successfully submit online revisions comparable to existing resources for in-person classes.

Conclusion

In closing, thank you for taking the time to read this memo. As we did last year, we would like to request to meet with you in the fall quarter to discuss these priority areas. Our membership would greatly appreciate a response to this memo in advance of this meeting. We will reach out to schedule a meeting in the coming months. We greatly appreciate your attention and collaboration as we look forward to tackling these challenges ahead.

Sincerely,

The AMP Executive Board

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