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*Chair of the Assembly of the Academic Senate*  
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February 3, 2022

**RACHAEL NAVA, CHIEF OPERATING OFFICER**  
**UNIVERSITY OF CALIFORNIA**

**Re: The Future of Remote and Hybrid Work for UC Staff**

Dear Rachael:

Thank you for joining the Academic Council's January 26 meeting to discuss the University's emerging philosophy around remote and hybrid work arrangements for staff. The Council greatly appreciated the opportunity to interact with you.

As you heard at the meeting, some faculty are concerned that the shift to remote work during the pandemic has, in some cases, reduced faculty access to staff, and the quality of administrative support they receive from staff. Meanwhile, UCOP and other UC locations are exploring more permanent remote and hybrid work arrangements for staff post-pandemic, in recognition of the shift in employee expectations around remote work and an increasingly competitive employment market for the University.

Certainly we know that many staff can perform their job duties well from home, and alternative work arrangements are often positive in supporting employee morale, work life balance, and retention. However, as I am sure you are aware, it is important for the University to approach the "new normal" thoughtfully, and to balance flexibility for staff with the instructional and research needs of faculty and students. Faculty and students rely on staff for a great number of things, and the lack of in-person access to key staff on campus can impede faculty productivity and student success. Granting a remote work arrangement to a staff member is a much bigger deal if that employee is faculty- or student-facing.

In this regard, and in fairness to staff, we encourage the University to develop a thoughtful systemwide plan concerning the future of hybrid work, including guidance about which specific campus jobs would benefit from at least a part time physical presence. As well, plans around both expected off-site availability and ways for faculty and students to provide feedback on how these procedures are working are needed. To help mitigate any negative impacts of the "new normal," we encourage the University to base remote and hybrid work accommodations on staff job descriptions, not distance from campus, seniority, fear of losing the employee, or other factors.

At a larger level, as UC faculty, students, and staff emerge together from the pandemic, we will be challenged to renegotiate a social compact that supports restoration of the social and intellectual community that defines a residential university. Rebuilding this community is critical to maintaining the University's excellence. Senate leadership has raised this issue of a renegotiated social compact in various venues and asks UCOP leadership to think concretely about how such discussions could be pursued.

Please do not hesitate to contact me if you have additional questions.

Sincerely,

A handwritten signature in cursive script that reads "Robert Horwitz".

Robert Horwitz, Chair  
Academic Council

Cc: President Drake  
Provost Brown  
Academic Council  
Campus Senate Directors  
Executive Director Baxter

Encl.