



HOUSING

access policy

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

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EXECUTIVE SUMMARY

This Executive Summary provides an overview of the Housing Access Policies document and the process by which it was developed. The reader is directed to the appropriate chapter in the document for a full explication of the rationale and mechanics of the policies.

* * * * *

INTRODUCTION

The University of California, Santa Cruz initiated a process in May 2002 to develop new housing policies to guide access to rental and for-sale housing for University employees. The **Campus Welfare Committee (CWC)** was the principal group to develop and shape these recommendations during this process.

The **charge to the group from the Campus Provost** was to:

- *Revisit the for-sale and for-rent priority systems for University employees;*
- *Recommend a uniform policy for both programs;*
- *Accommodate in a fair manner those presently on the waiting lists; and*
- *Incorporate the needs of future faculty and staff yet to come to the campus.*

Another key objective was to ensure the new policy's concurrence with the University's Long Range Development Plan (LRDP) and its Growth and Stewardship policies.

Overall, the CWC expressed that the housing access policy should first **support the University's academic mission** and should be **inclusive** of the academic and academic support community. The CWC also outlined several other principles (detailed on page 2) to guide development of the policies.

TRANSITION POLICY

A **Transition Policy** (included in the Appendix) addresses the situation of Senate faculty on the existing waiting lists while making the transition to the new Housing Access Policies. Additionally, the Transition Policy is a mechanism for phasing out these lists in the next few years. The Campus Provost approved the Transition Policy in October 2002.

HOUSING ACCESS POLICIES

The **Housing Access Policies** establish a methodology for providing access to housing for all eligible University employees, consistent with UCSC's desire to recruit and retain quality employees in support of the University's academic mission and to support our Communities of Learning. After examining several methods for providing housing access, the CWC determined that a combination of methods would best meet the guiding principles for the Housing Access Policies. This combination method includes:

- (1) **A definition of eligibility** to apply for housing
- (2) **Definition of three employee categories:** Senate Members; Non-Senate Academics; and Staff.
- (3) **Definition of a fixed allocation** of a percentage of available University housing to each employee category.
- (4) **Distribution of the housing unit allocation** according to priorities set within each of the employee categories.

Following is a brief description of the basic parameters and requirements regarding for-sale and rental housing under the Housing Access Policies. A full description of these items, along with specific policy details and the rationale for shaping them, is provided on pages 7 to 13.

FOR-SALE HOUSING PROGRAM: OVERVIEW

The objective of the for-sale housing program is to support the academic mission, to help meet institutional goals for the recruitment and retention of long-term qualified faculty and staff, and support creation of communities of learning.

- **Eligibility:** University employees paid at 100% time with a minimum of a one-year appointment are eligible for the program.
- **Application Process:** Eligible applicants can apply at any time. Between July 1 and July 31 of each year there will be an “open enrollment” period during which eligible employees can modify preferences stated on their application for University housing.
- **Employee Categories:** Once an employee is determined as eligible for housing, that person is classified into one of three categories. These categories are defined as follows:

- (1) **Senate Members:** Members of the Academic Senate
- (2) **Non-Senate Academics:** Academic appointees who are not members of the Academic Senate (with the exception of visiting appointees, post-doctorals, and academic student titles, all of whom are not eligible)
- (3) **Staff:** All career Staff employees, including members of the Senior Management Group who are not members of the Academic Senate.

- **Fixed Allocation:** Available-housing stock will be allocated on a percentage basis among the three different employee categories.
- **Prioritization:** Within the allotted percentage of housing for each employee category, a prioritization system guides how the rank order of the waiting list is established for the for-sale housing program. Each employee category has its own system of prioritization.

RENTAL HOUSING PROGRAM: OVERVIEW

The objective of the rental-housing program is to support the academic mission and provide a “landing pad,” or transitional housing, for new UCSC employees.

- **Eligibility:** University employees at 100% employment are eligible to apply for the program, for up to two years from their original hire date. After renting a home, it is expected that the employee will remain at full-time status. At minimum, the employee must be employed at least 50 percent time to continue to be eligible.
- **Application Process:** Candidates for employment can apply for rental housing after they have accepted an offer of employment. It is the responsibility of the hiring office to inform candidates of the application process. Waiting list order will be determined on a “first-come, first-served” basis.
- **Employee Categories:** Employee categories are the same as under for-sale housing, with the inclusion of visiting academics and postdoctorals in the Non-Senate Academic category.
- **Fixed Allocation:** As with for-sale housing, available rental housing stock will be allocated on a percentage basis among the three different employee categories.
- **Prioritization:** Within the allotted percentage of housing for each employee category, a prioritization system guides how the rank order of the waiting list is established for the rental housing program. Each employee category has its own system of prioritization.

I. CONSIDERATIONS

A. Introduction

The University of California, Santa Cruz initiated a process in Spring, 2002, to develop new housing policies to guide access to rental and for-sale housing for University employees. This paper describes the Housing Access Policies developed during that process.

1. Background/History

Rental Housing

In response to a 1980 Bond fund by the University of California for construction of faculty housing, 50 two-bedroom units were built at the base of campus. The principal objective of this development, called the Hagar Court Faculty Apartments, has been to provide interim housing for new and recently-appointed UCSC faculty. It has functioned as the primary on-campus faculty/staff rental option for over 20 years.

For-Sale Housing

In 1985, a design-build competition for faculty for-sale housing commenced with the objective of creating 50 new units at Cardiff Terrace. The units were completed in three phases (the last completed in 1987) and sold based on campus priority policy recommended by the UC Santa Cruz Faculty Welfare Committee and approved by the Chancellor. Additionally, 11 custom building lots were leased to faculty and eventually were built on. A homeowners association, now called the Cardiff Terrace Homeowners Association, was created.

In 1992, an additional 19 new two-bedroom, faculty for-sale units at Hagar Meadow were annexed to the Cardiff Terrace Homeowners Association. Despite construction of Hagar Meadow, the demand for on-campus, for-sale housing (particularly three-bedroom units) remained high. In response to the high demand, the "Policies and Procedures for Cardiff Terrace Townhome Sales" were approved by the Academic Advisory Council in 1993. This plan gave priority for purchase to Academic Senate Members, with a preference to Assistant Professors. The plan functioned well for the top priority group until early 1998, when the amount of available for-sale stock no longer met the ever-increasing demand for housing.

2. Housing Program Goals

To help meet institutional goals for the recruitment and retention of qualified faculty and staff, the mission of UCSC's Faculty and Staff Housing Program is to provide a range of affordable, high-quality rental and for-sale properties to faculty and staff faced with the limited housing options in Santa Cruz. The 2002 Housing Access Policies have been developed in accordance with these program goals.

3. Policy Development Process

In May 2002, the Campus Welfare Committee (CWC) was charged with being the principal group to develop and shape new housing policies to guide access to University housing.

The **charge to the group from the Campus Provost** was to:

- *Revisit the for-sale and for-rent priority systems for University employees;*
- *Recommend a uniform policy for both programs;*
- *Accommodate in a fair manner those presently on the waiting lists; and*
- *Incorporate the needs of future faculty and staff yet to come to the campus.*

Another key objective was to ensure the new policy's concurrence with the University's Long Range Development Plan (LRDP) and its Growth and Stewardship policies.

In response to its charge, the CWC convened a series of meetings to identify and consider various policy approaches and directions. Input was also received from a joint session of the Faculty Welfare Committee and Staff Advisory Board; other campus advisors; focus groups of faculty, non-Senate academics and staff; and public forums held in May and October.

The policy development process began with data collection on the background and context for University housing, as well as an understanding of the policy context of the LRDP and other documents. The committee next established a set of guiding principles by which potential policy options could be evaluated. Overall, the CWC expressed that the housing access policies should first reflect the University's academic mission and should be as inclusive of the academic support community as feasible.

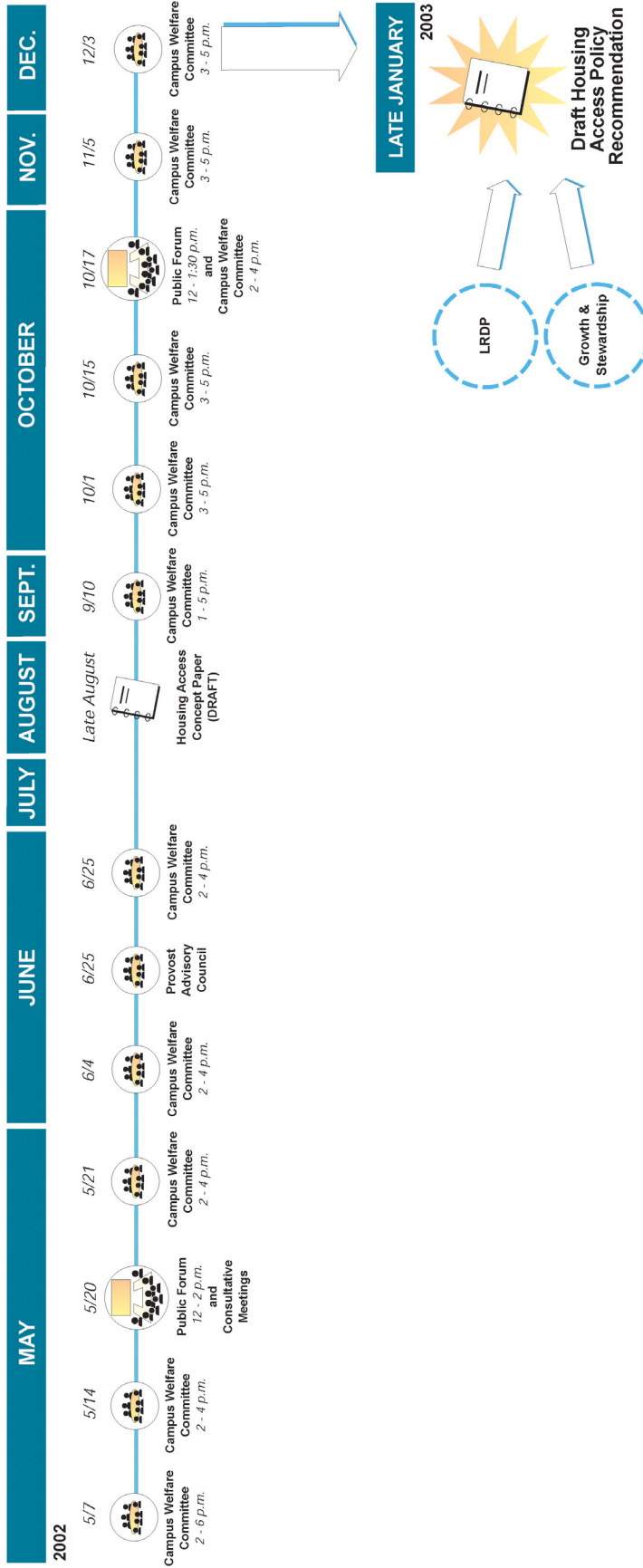
In addition, the CWC expressed that the policies should:

- *Provide for a long-term, durable policy process;*
- *Be consistent with other University planning documents;*
- *Establish a simple system;*
- *Be comprehensible and transparent;*
- *Create predictability and allow employees to plan for the future; and*
- *Be empirically testable.*

The graphic on the following page illustrates the policy development process.

University of California, Santa Cruz

Housing Access Policy Process 2002 - 2003



B. Empirical Assumptions

There are a number of empirical assumptions considered in the development of the Housing Access Policies. These parameters include various physical, economic and land use constraints, supply and demand factors, and policies set forth under the LRDP.

1. Constraints

The UC Santa Cruz LRDP was prepared by the campus in 1988 and subsequently approved by the Regents of the University of California. The LRDP defines a building program and land use map, which are intended to serve as a comprehensive planning framework for the capital construction, infrastructure and land use programs for a campus of 15,000 students.

There are five Inclusion Area sites on campus which the LRDP identifies as areas that can be developed for University-affiliated, non-academic facilities - primarily housing for faculty, staff, graduate students, single students and students with families.

There are a number of constraints that the campus must take into consideration when deciding which of the Inclusion Area sites are developable. Constraints include: high infrastructure costs, neighborhood opposition, location in California Coastal Zone, whether annexation to the City of Santa Cruz is required, and various environmental issues.

2. Current Supply and Demand

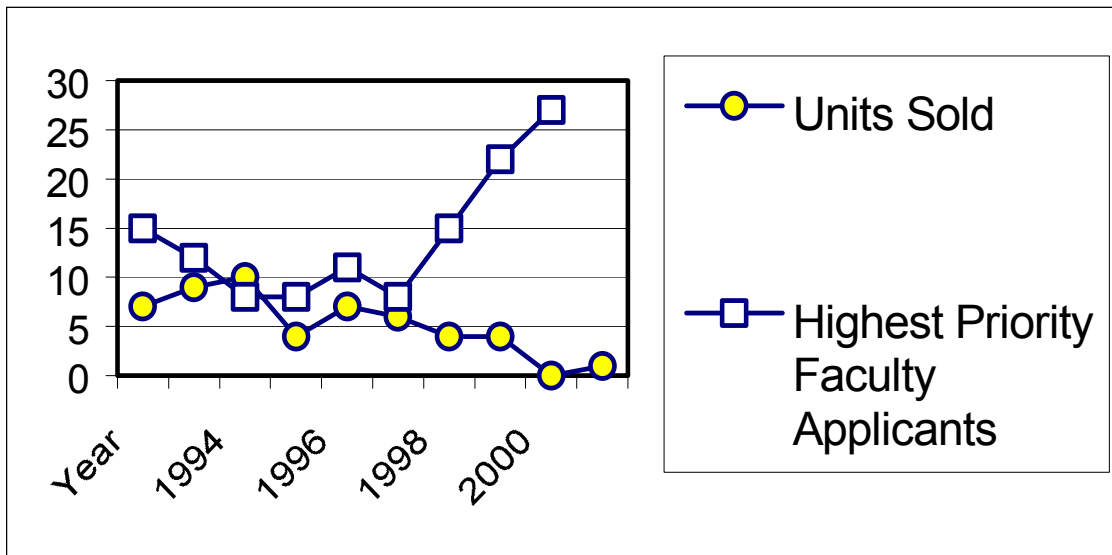
Rental Housing

Based on 2001 data, the typical Hagar Court resident will occupy a unit for 2.35 years, meaning that approximately 21 units will become available every year. There are currently 60 people on a waiting list for rentals, consisting primarily of Senate and Non-Senate Academics. (*Lists have not been kept for Staff.*) These numbers will likely increase significantly as the university continues to grow, and as market rate rents remain significantly higher than campus rental rates. Currently there are approximately 50 rental units available.

For-Sale

Between 1993 and 1998, the number of requests by highest priority faculty applicants for for-sale housing nearly equaled the number of units becoming available through resales. However, the gap between for-sale stock and demand has grown at a significant rate since 1998.

In 2000 and 2001, there were only two units available for purchase, yet there were 49 applications from the highest priority faculty applicants (33 applications came from new hires during this timeframe).



There are 80 for-sale units at UC Santa Cruz: 50 townhomes at Cardiff Terrace; 19 townhomes at Hagar Meadow; and 11 custom-built homes at Cardiff Terrace.

3. Projected Supply and Demand

Demand for both rental and for-sale housing is projected to increase over the next several years with anticipated enrollment growth.

To respond to this demand, the campus has submitted a Regental Authorization requesting authorization to purchase Laureate Court, a 64-unit project located directly across from the campus's main entrance. If this request is approved the campus will add 15 one-bedroom units and 49 two-bedroom units to its current stock. Laureate Court will be a rental and for-sale project.

Concurrent with the purchase of Laureate Court, there will be a conversion of the Hagar Court rentals to condominiums. This conversion will occur in two phases. To accommodate the two-phased plan, existing Hagar Court renters will be transitioned either to another on-campus or off-campus rental unit, depending on their preferences and their lease-end dates.

The campus is currently in the planning stage for development of land designated as Inclusion Area D, now named Ranch View Terrace. The plan is for a total of 95 units that would include a mix of multi-family rentals and single-family for-sale housing. It is anticipated that this project will be presented to the Regents for approval in 2004. If both the acquisition of Laureate Court and the completion of Ranch View Terrace occur as projected, the faculty and staff housing program would increase from 130 units to a total of 289 units.

C. Options Considered in Policy Development

The following selection processes were options identified for achieving the Guiding Principles. The selection methods could be used singly or in combination. (See the Appendix for a summary of pros and cons of each of the selection methods as discussed by the CWC.)

Selection Method
A Fixed Allocation of housing units set aside for each employee category (for example, X% for Senate faculty, Y% for staff, Z% for non-Senate academics, etc.)
Priorities Are Set by Employee Classification as in the current system. For example, among Senate faculty, assistant professors are first priority.
Priorities Are Set by Criteria such as income, disability status, seniority, and location of residence.
First-Come, First Served: priorities are set by order of application.
Allocation by Principal Officers: A quantity of housing units is set aside for allocation by principal officers such as Deans, Vice Chancellors, etc.
Random Allocation/Lottery: Assignments are made to members of a pool using a random process.

II. HOUSING ACCESS POLICIES

A. Housing Access Policies

The **Housing Access Policies** establish a methodology for providing access to housing for all eligible University employees, consistent with UCSC's desire to recruit and retain quality employees in support of the University's academic mission and to support our Communities of Learning. (Note: these policies do not include graduate and undergraduate students employed by the University.) Information regarding housing options will be provided to new employees with their offer packages. Information regarding housing options for current employees will be provided through various campus communication avenues.

GUIDING PRINCIPLES

The Campus Welfare Committee affirmed that the overarching principle guiding the housing access policies is that the policies **support the University's academic mission**.

Additionally, the Committee affirmed the criticality of working to address issues of equity and access for the entirety of the University community. The combined emphasis on academic mission and inclusiveness underscored the commitment to the institution's Principles of Community Statement.

The Committee also identified the following principles as criteria for guiding policy development:

1. **A long-term, durable policy process** — The policies should be as flexible as possible to meet a range of future situations, and should include a regular review and update process. The policy requirements will need to accommodate changes in the housing market or be changed to address such changes.
2. **Consistency with planning documents** — The policies should be consistent with planning documents such as the Millenium Report, the Long Range Development Plan and the Academic Plan.
3. **A simple system** — The policies should be as simple as possible.
4. **Comprehensible and transparent** — The policies should be easy to understand and create processes that are open to community review.
5. **Create predictability and allow employees to plan for the future** — The policies should enable employees to analyze and assess their chances for obtaining housing and when they might receive an offer.
6. **Empirically testable** — The assumptions and forecasts on which the policies rest should be tested against these criteria using the best-available supply and demand data, both short-term and long-term.

After examining several methods for providing housing access, the Campus Welfare Committee determined that a combination of methods would best meet the guiding principles for the Housing Access Policy. This combination method includes:

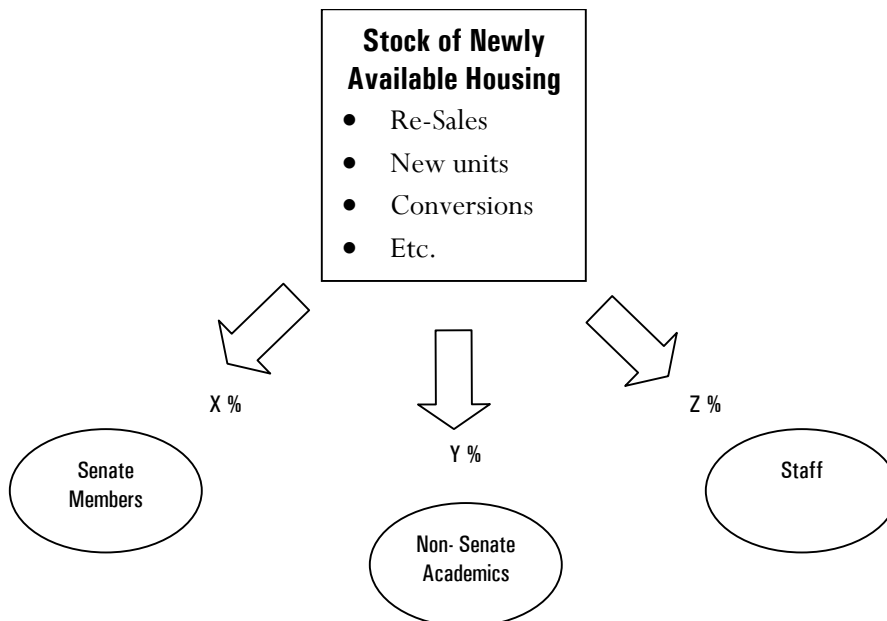
(1) Definition of three employee categories: Senate Members; Non-Senate Academics; and Staff.

(2) A definition of eligibility to apply for the housing program

(3) A fixed allocation of a percentage of available University housing to each employee category — i.e., units the University builds or purchases, or housing sold by previous owners.

(4) Distribution of the housing unit allocation according to priorities set within each of the employee categories.

Fixed Allocation Concept



B. For-Sale Housing Program

The principle objective of UCSC's for-sale housing program is to support the academic mission through recruitment and retention of long-term, qualified employees. The program also helps to support creating communities of learning.

1. Eligibility to Apply

It is the responsibility of each employee who is interested in University housing to submit an application to the Housing Office. Eligibility to apply for the for-sale housing program is as follows:

- Senate members are eligible when they receive an offer of 100% time appointment for at least one year.
- Non-Senate academics are eligible when they receive an offer of 100% appointment for at least 1 year.
- Staff are eligible when they receive an offer of a career appointment for one year or longer at 100% time.

2. Eligibility to Purchase

To be eligible to complete the purchase of a home, an employee must be paid at 100 percent time. Employees must provide proof of such eligibility (certified by supervisor or authorized university official). First day of eligibility is the first day on payroll status.

The University has a limited capacity to provide housing for sale to eligible employees: for-sale housing is a scarce resource and should be used to further the University's mission through the recruitment and retention of long-term employees and support Communities of Learning. The eligibility requirement of 100 percent (pay status) employment is intended to reflect a long-term commitment. The 100 percent standard also will achieve a closer match between the limited housing supply and potential demand than would be possible if part-time employees were also eligible. Exceptions may be made for approved leaves of absence. (*See the Exceptions section in this document.*)

3. Application Process

Application

Eligible employees can apply at any time. Along with the application the employee will complete a questionnaire issued by the Faculty Housing Office¹ in which he/she will identify the size of unit (defined by the number of bedrooms) that he/she would accept if offered, and the housing community in which the employee would like to live. Employees may identify more than one size of property.

¹ The name of this office will be changed to Faculty-Staff Housing Office upon approval of this policy.

Application Modification

Between July 1 and July 31 of each year, there will be an “open enrollment” period, during which eligible employees can choose to make changes to their stated preferences on their existing application. Should a unit become available *during* the open enrollment period, the previous waiting list will be utilized.

Should the employee decline the offer of a unit that matches one of the sizes of unit requested on the application, the employee will be removed from the waiting list. The eligible employee can resubmit an application anytime thereafter². Since there is a consequence to turning down an offer, it is important that employees only identify those unit sizes that they would be willing to accept. The employee must be able to purchase a unit when offered; i.e., lack of financing does not qualify as an exception. Thus, employees are encouraged to pre-qualify for mortgage loans in advance of the offer of a unit.

4. Employee Categories

Once an employee is determined as eligible for housing, that person is classified into one of three categories. These categories are defined as follows:

- (1) Senate Members:** Members of the Academic Senate
- (2) Non-Senate Academics:** Academic appointees who are not members of the Academic Senate (with the exception of visiting appointees, post-doctorals, and academic student titles, all of whom are not eligible)
- (3) Staff:** All career Staff employees, including members of the Senior Management Group who are not members of the Academic Senate.

Note: All employees with dual eligibility can choose their category at the time of sign-up. Employees who change jobs may elect, during the open enrollment, to change to the waiting list of his/her new job if the employee believes that this will be advantageous, subject to the conditions that the employee (1) cannot change back to the previous list, and (2) enter the new list as a new entrant along with other applicants in the open enrollment period.

5. Fixed Allocation

The policy will be implemented so that members of each eligible employee group will be able to participate in the program according to the “fixed allocations” concept as described in the diagram labeled as “Fixed Allocation Concept” in section II A. The Executive Vice Chancellor will determine the for-sale fixed allocations.

The fixed allocation percentages will be applied to the units that are not selected by persons in the Transition Policy (*see Appendix*), or units that become available after the completion of the Transition Policy including units constructed or purchased by the University, or units sold by

² Eligible employees re-applying will be placed on the waiting list with the same status as a new applicant (i.e., there will be no preferential treatment for having previously been on the waiting list).

current owners. Once the fixed allocation percentages are determined, the three employee categories will be placed in a sequence reflecting the percentages³. The first available unit will be offered to the highest-ranking employee on the first list in the sequence. Should that person refuse the unit, the unit will be offered to the second-highest ranking person, etc. on the same list. Only in the case where there are no other interested persons on that employee waiting list would the next employee category list in the sequence be used for the available unit.

The fixed allocation percentages are not applied to the entire stock of University for-sale housing. In other words, the policy describes how available units will be allocated subsequent to the approval of the policy. The fixed allocation percentages will not include units that were allocated previous to the approval of the policy.

6. Prioritization

Within the allotted percentage of housing for each employee category, a prioritization system guides how the rank order of the waiting list is established for the for-sale housing program. Each employee category has its own system of prioritization, as described on the following page.

(1) Senate Members

Senate members are divided into three categories:

- Assistant professors and Lecturers with Potential Security of Employment (PSOEs) (Group A)
- Associate professors and Lecturers with Security of Employment (SOEs) (Group B)
- Full professors, Senior Lecturers with Security of Employment, and senior management who are Senate members (Group C)

A payroll class, or cohort, will consist of all eligible employees who applied within the same fiscal year (July 1 to June 30), unless the applicant has not yet been hired, whereby they would be placed in the cohort reflecting their hire date. For individuals within the same cohort, Group A receives first priority, Group B second priority, and Group C third priority to join the waiting list. A random lottery will be conducted within each of these groups to determine the final ordering on the waiting list. The lottery will occur after the completion of the academic year, unless a situation arises where demand exceeds unsold supply. In that case, randomization would be conducted during the academic year, and eligible persons enrolling subsequent to the randomization would be appended to the list in date order (in their respective category). This process is then repeated for each subsequent cohort as employees join UCSC, and those cohorts are placed below previous cohorts on the list⁴.

³ The order of the sequence (i.e. which employee category has the first opportunity to purchase, second opportunity to purchase, etc.) will be determined by a random drawing

⁴ *Since eligible persons could not apply to the Transition List after 12/31/01, the first cohort will consist of persons who applied between 1/1/02 and 6/30/02.

Example:

100% Payroll Class -- Cohort 1 (January 1, 2002 – June 30, 2002 applicants)
1. Group A
2. Group B
3. Group C
100% Payroll Class -- Cohort 2 (July 1, 2002 – June 30, 2003 applicants)
4. Group A
5. Group B
6. Group C
100% Payroll Class -- Cohort 3 (July 1, 2003 – June 30, 2004 applicants)
7. Group A
8. Group B
9. Group C

Waiting list standing is noted according to the numbering shown.

(2) Non-Senate Academics

Non-Senate academics are not categorized into cohorts or groups. A one-time lottery for current eligible non-Senate academics who have applied for housing will be conducted to provide an opportunity for existing employees to obtain University housing. Eligible Non-Senate academics hired subsequent to the approval of this policy are invited to apply to the University housing program and will be appended to the list in date order.

(3) Staff

Staff are not categorized into cohorts or groups. A one-time lottery for current eligible Staff who have applied for housing will be conducted to provide an opportunity for existing employees to obtain University housing. Eligible Staff hired subsequent to the approval of this policy are invited to apply to the University housing program and will be appended to the list in date order.

7. Policies and Procedures for Cardiff Terrace Custom Homes

A list of all eligible employees under the Housing Access Policy interested in purchasing a Cardiff Terrace custom home will be maintained by the Faculty and Staff Housing Office. When a custom home becomes available, the present owner will be given a copy of this list. The owner will then offer the house to any or all of the employees on the list. The selection of the new buyer and the purchase price would be based on negotiations between the owner and the potential purchasers.

8. “Jumpstart”

Should housing stock allow, a one-time increment of additional for-sale housing units will be made available to Staff and Non-Senate Academics, in order to off-set the lack of access to for-sale housing before the implementation of these new Housing Access Policies.

C. Rental Housing Program

The objective of the rental-housing program is to support the academic mission and provide a “landing pad”, or transitional housing, for new UCSC employees.

1. Eligibility

To be eligible to apply for the rental housing program, an individual must be a newly hired (defined by 2 years or less from original hire date) University employee with a 100 percent time appointment. It is the responsibility of each employee who is interested in University housing to submit an application to the Housing Office. Eligibility to apply for the rental housing program is as follows:

- ❑ Senate members are eligible when they receive an offer of 100% time appointment for at least one year.
- ❑ Non-Senate academics are eligible when they receive an offer of 100% appointment for at least 1 year, with the exception of visiting academics, who are eligible with 100% appointment regardless of the duration.
- ❑ Staff are eligible when they receive an offer of a career appointment for one year or longer at 100% time.

After renting a home, it is expected that the employee will remain at full-time pay status. At minimum, the employee must remain employed at least 50 percent time at UCSC to continue to be eligible, which again reflects the expectation that housing be occupied by employees with a substantial commitment to the University. Exceptions may be made for approved leaves of absence. *(See the Exceptions section in this document.)*

Renters are allowed only one term of residence, which can last up to three years of consecutive residence. If a renter moves out of the unit at any time up to and including the end of the three-year period, he/she is no longer eligible for rental housing. Exceptions may be made for approved leaves of absence. *(See the Exceptions section in this document.)*

Note: All existing rental housing waitlist members will fall under the rules of the new Housing Access Policies.

2. Application Process

Candidates for employment can apply for rental housing after they have received an official offer of employment.⁵ It is the responsibility of the hiring office (Staff Human Resources for Staff appointments, Academic Human Resources for Campus Provost/EVC authority appointments, Deans for Dean authority appointments, and the University Librarian for Librarian appointments) to inform candidates of the application process. Waiting list order will be determined on a “first-come, first-served” basis.

Along with the application, the employee will complete a questionnaire issued by the Faculty and Staff Housing Office, in which he/she will identify the size of unit (defined by the number of bedrooms) that he/she would accept if offered. Employees may identify more than one size of property. Applicants will also state preference for furnished or unfurnished units. Employees may change their preferences for the size(s) of property that they would accept during July of each year.

If the employee declines the offer of a unit that matches one of the sizes of unit requested on the application, the employee will be removed from the waiting list. Therefore, it is important that employees only identify those unit sizes that they would be willing to accept.

An applicant may remain on the waiting list for 24 months. During this period of time the new employee is still in the transitional phase and may still seek to live in a campus community.

3. Employee Categories

Employee categories are the same as described under for-sale housing, with the addition of visiting appointees (who are non-Senate Academics) and post-doctorals.

4. Fixed Allocation

The policy will be implemented so that members of each employee group will be able to participate in the program according to the “fixed allocations” concept as described in the diagram in section II A. The Executive Vice Chancellor will determine the rental fixed allocations.

5. Prioritization

The prioritization system for the employee groups is the same as used for for-sale housing. Beginning with the implementation of the new Housing Access Policies, Non-Senate Academics and Staff members will have a one-time chance to apply for a lottery. Those selected in the lottery will be randomly ordered onto their respective waiting lists. If units become available, they will be assigned to individuals by position on the list. After an initial period of three years is over, the list will be terminated.

⁵ The specific implementation process will be determined through collaboration between the Housing Office, Academic Human Resources, and Staff Human Resources.

D. Additional Considerations

1. Exceptions

Exceptions to the appointment eligibility criteria may be granted to employees during an approved leave of absence or sabbatical granted in accordance with University policy. Definitions of special restrictions and qualified persons may be found in Article XI of the Cardiff Terrace Conditions, Covenants and Restrictions (CC&Rs) document. Confirmation of eligibility for these exceptions will be provided by the Faculty and Staff Housing Manager.

2. Appeals

Appeals under the Housing Access Policies are addressed by the Housing Access Appeals Committee. The Committee consists of one Senate Member, one Non-Senate Academic and one Staff member appointed by the Executive Vice Chancellor. The Faculty and Staff Housing Manager, who sits ex-officio is responsible for organizing and coordinating the appeals process.

3. Ongoing Policy Review and Maintenance

One of the principles identified by the CWC is that the policies should include an institutionalized process for regular review and update (if needed). The policies have built-in flexibility to meet a range of future situations, and should accommodate changes in the housing market or be revised to address such changes. In order for this to occur the policies must be reviewed and/or up-dated on a regular basis.

A formal review of the Housing Access Policy will be conducted at a minimum every three years. The Campus Welfare Committee Chair will initiate the review in consultation with the Housing Office. The CWC Chair will solicit input from various campus constituencies.

The Faculty and Staff Housing Office will provide information on the access policy and any modifications to all hiring units. Academic or Staff Human Resources is responsible for providing information regarding the policy to all new employees.

E. Implementation

1. Overall Housing Policy Process, Roles and Responsibilities

The Campus Provost is responsible for approval of any modifications of the adopted policy. The Faculty and Staff Housing Office is responsible for providing information and brochures regarding the policy. The Faculty and Staff Housing Manager manages any waiting lists established by this policy. Appeals are forwarded to the Faculty and Staff Housing Office for consideration by the Housing Access Appeals Committee. The EVC appoints members of the committee. The Faculty and Staff Housing Manager is responsible for providing background information for these requests.

Rental Housing

The Faculty and Staff Housing Manager is responsible for fiscal management, applicant relations, resident relations, repairs and maintenance and supervision of all Faculty and Staff Apartments. The manager will review applications and assign available units to the persons with the highest priority as determined by the policy. The Management Plan for the rental housing will be approved by the Executive Vice-Chancellor.

For-Sale Housing

The Faculty and Staff Housing Manager will manage the sales of new and previously-owned units and custom building lots, assigning a buyer per the campus priority system and reviewing purchase contracts between buyer and seller to maintain conformance with Lot Lease and CC&R restrictions.

The Faculty and Staff Housing Manager will serve as a liaison between the Homeowners Association and the University administration.

At resale of a housing unit, the Faculty and Staff Housing Manager will also determine the sales price of homes in accordance with the provisions of the CC&R's (depreciating values when appropriate).

A. Additional Housing Program Options

1. Joint University–City Efforts

A University-City Housing Task Force, comprised of representatives from the Campus and Community Planning Office, Colleges and University Housing Services, and the City Planning Department, meets monthly. The Task Force is discussing the possibility of a joint University-City housing project, although nothing has been proposed at this time.

The City is beginning the process of revising its General Plan, which expires in 2005. The University will be involved in the revision of the Housing Element of the Plan.

2. Community Rentals

The Community Rentals Office (CRO) helps faculty and staff locate rental housing and serves as a resource center. CRO maintains a computerized, up-to-date listing service for rentals. Services include the following:

- House/apartment/condo listings
- Rooms in shared housing listings
- Available roommate file
- Courtesy telephone
- Basic tenant/landlord advising and education
- Rental forms, applications and materials

3. Homebuyer Education and Resources

The Faculty and Staff Housing Office provides education and assistance to University employee homebuyers, including information on the home-buying process, definitions of terminology and other home-buying educational resources.

B. Other Housing Access Programs

In addition to the housing efforts guided by the Housing Access Policy, other programs and resources are available to University employees.

1. Mortgage Origination Program (MOP) Loan

The Mortgage Origination Program (MOP) was created by the University of California to support the recruitment and retention of faculty and Senior Managers by assisting them in the purchase of a principal residence near their campus. MOP offers a 40-year loan with a one-year variable rate based upon an internal University rate. While the standard term will be 30 years, borrowers may request a shorter or longer term up to the 40-year maximum. The University's Office of Loan Programs, located in Oakland, California, administers the MOP.

At UC Santa Cruz, deans or other principle officers allocate funds to designated employees.

Questions regarding the program may be directed to the Faculty and Staff Housing Office. For more information, go to: <http://www.ucop.edu/facil/olp/mop/mop.html> or contact the Faculty and Staff Housing Office.

2. World Savings UC Home Loan Discounts

Through World Savings, The University of California makes available a variety of home financing products to all University employees. In addition to standard secondary market loan products, World Savings has its own internal portfolio variable rate loan product that provides a wide range of repayment options.

World Savings has committed to offer the following home loan discounts to UC Faculty and Staff:

- \$500 off home loan fees for purchases or refinances
- Waiver of their standard \$200 equity line of credit fee and the interest rates and other program parameters will be the same as offered to their premier customers

For more information, please contact World Savings directly using World's exclusive UC toll-free number at 1-866-UC LOAN8 (1-866-825-6268), go to <http://www.ucop.edu/facil/olp/worldsavings.html>, or call the Faculty and Staff Housing Manager at (831) 458-3506.

C. Transition Policy

The Transition Policy is designed to address the situation of Senate Faculty on the existing waiting lists fairly while making the transition to the new Housing Access Policy. Additionally, the purpose is to design a system to phase out these lists in the next few years.

- I. Top priority will be given to those whose names appeared on the A, B and C lists as of 12/31/01. Those lists are described as follows:

List A: Potential purchasers on the Assistant Professor list as of June 30, 1993 (prioritized based on a lottery), or Assistant Professors employed by UC Santa Cruz for more than two years (prioritized by date of sign-up)

List B: Faculty who currently own Cardiff Terrace homes (prioritized by date of sign-up)

List C: New Assistant Professors beginning on or after 7/1/93 (prioritized by date of sign-up). If they have not purchased a home by the end of their second year of employment, their names will be transferred to list A (appended to the list by date they are transferred).

The highest-ranking person within any of the three lists will be offered a unit first. Should there be persons of identical rank, the person from List A will have highest priority, then List B, and then List C.

- II. Once the lists above are exhausted, second priority will be given to those whose names appeared on the D and E lists as of 12/31/01. Those lists are described as follows:

List D: New Associate or Full Professors listed by date order. If they have not purchased a home by the end of their second year of employment, their names will be transferred to list E (appended to the list by date they are transferred).

List E: Potential purchasers on the Associate and full Professor list as of June 30, 1993 (prioritized based on a lottery); and Associate or Full Professors employed by the University for more than two years at the time of sign-up.

Allocation Process

By January 3, 2003, those employees whose names appear on waiting lists A-E will be asked to respond to a questionnaire issued by the Faculty Housing Office, in which they must identify the size of unit (defined by the number of bedrooms) and neighborhood/development (e.g. Hagar Court, Cardiff Terrace, etc.) in which they are interested. Each individual must identify at least one type of property planned to be available, or he/she will be removed from the waiting list. Responses to this questionnaire will be utilized in the allocation processes outlined below:

Units Sold Individually

When an individual unit becomes available, it will be offered to the highest-ranking person on the lists. If, having indicated an interest in being considered for this category of unit, an individual declines the offer or fails to pre-qualify for financing within fourteen days of the initial offer, he/she will be removed from the list. The unit then will be offered to the next-highest ranking person on one of the lists. This process will continue until a buyer is found. Persons removed from the list will be eligible to sign up for University housing under the terms of the new Housing Access Policy.

Units Sold in a Group or Block

When the University gives notice that a group or block of units will become available, prospective buyers will be encouraged to pre-qualify for financing. The highest-ranking interested person on the waitlist will have first choice among all of the available units. The second highest-ranking interested person will have the second choice, etc. At the time of selection, the selected buyer would provide a deposit and proceed into escrow on that unit. Should a unit fall out of escrow, it will be made available to the next person on the list, but will not be available to other buyers currently in escrow on other units. . If an individual declines the offer or fails to pre-qualify for financing within fourteen days of the initial offer, he/she will be removed from the list, and the unit will be offered to the next person on one of the lists. This process will continue until a buyer is found for each unit in the block. Persons removed from the list will be eligible to sign up for University housing under the terms of the new Housing Access Policy.

Units that have been specially equipped or modified to provide access for people with mobility-related disabilities will be held aside as long as possible so they can be substituted for another unit that has been accepted by a person with said disability. However, such units will be offered to persons without disabilities if no person with disability has a sufficiently high priority under these allocation rules.

Any units not sold in this process will be allocated under the new Housing Access Policy.

D. Pros and Cons of Selection Methods Considered by the CWC

The CWC developed the following pros and cons table during its policy development process. The various selection processes were options for use in achieving the Guiding Principles. Consideration of these different methods was instrumental in developing the final Housing Access Policies.

Selection Method	Pros	Cons
<p>A Fixed Allocation of housing units set aside for each employee category (for example, X% for faculty, Y% for staff, Z% for non-Senate academics, etc.)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Meets mission <input type="checkbox"/> Could allow constituency control <input type="checkbox"/> Ensures access <input type="checkbox"/> Supports LRDP 	<ul style="list-style-type: none"> <input type="checkbox"/> Allocations can appear arbitrary
<p>Priorities Are Set by Employee Classification as in the current system. For example, junior faculty are first priority.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Could be simple <input type="checkbox"/> Reflects current culture/ status (pro and con) <input type="checkbox"/> Could create sense of hope combined with fixed allocation method 	<ul style="list-style-type: none"> <input type="checkbox"/> Could shut out some groups depending on supply <input type="checkbox"/> Implies a status hierarchy <input type="checkbox"/> Could be complicated
<p>Priorities Are Set by Policy Criteria such as income, disability status, seniority, location of residence.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Gives greater ability to meet policy goals <input type="checkbox"/> Equity (as defined in specific policies) 	<ul style="list-style-type: none"> <input type="checkbox"/> Could create ambiguity and need for complicated interpretation <input type="checkbox"/> Equity concerns
<p>First-Come, First Served: priorities are set by order of application.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Simple <input type="checkbox"/> Allows predictability and planning 	<ul style="list-style-type: none"> <input type="checkbox"/> Does not support recruitment <input type="checkbox"/> Limits flexibility
<p>Allocation by Principal Officers: A quantity of housing units is set aside for allocation by principal officers such as Deans, Vice Chancellors, etc.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Allows officers more discretion and flexibility in recruitment 	<ul style="list-style-type: none"> <input type="checkbox"/> Can appear arbitrary even with clear processes and criteria
<p>Random Allocation/Lottery: Assignments are made to members of a pool using a random process.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Formally equitable <input type="checkbox"/> Could work as final selection method with other methods 	<ul style="list-style-type: none"> <input type="checkbox"/> Possibly inequitable (e.g., house goes to someone waiting 1 day) <input type="checkbox"/> Does not create predictability

E. Acknowledgments

Campus Welfare Committee Spring, 2002

- Assistant Chancellor Leslie Sunell (Chair)
- Associate Vice Chancellor Jean Marie Scott, Colleges and University Housing Services
- Associate Vice Chancellor Christina Valentino, Business and Administrative Services
- Dean Martin Chemers, Division of Social Sciences
- Vice Provost and Dean of Graduate Studies Frank Talamantes
- Assistant Vice Chancellor Barbara Brogan, Academic Human Resources
- Director Willeen McQuitta, Staff Human Resources
- Chair Mark Traugott, Academic Senate Committee on Faculty Welfare
- Staff Advisory Board Co-Chairs, Janelle Marines, Ed Titus
- Staff to Committee Julian Fernald
- Graduate Students Line Mikkelsen, Lee Ritscher

Campus Welfare Committee Summer, 2002-Spring 2003

- Assistant Chancellor Leslie Sunell (Chair)
- Associate Vice Chancellor Jean Marie Scott, Colleges and University Housing Services
- Associate Vice Chancellor Christina Valentino, Business and Administrative Services
- Dean Martin Chemers, Division of Social Sciences
- Vice Provost and Dean of Graduate Studies Frank Talamantes
- Assistant Vice Chancellor Barbara Brogan, Academic Human Resources
- Director Willeen McQuitta, Staff Human Resources
- Chair Faye Crosby, Academic Senate Committee on Faculty Welfare
- Staff Advisory Board Co-Chairs, Janelle Marines, Ed Titus
- Staff to Committee Rachel Huff
- Graduate Student Line Mikkelsen

Analysts to Campus Welfare Committee

- Analyst Geri Wolff, Facilities
- Manager Steve Houser, Faculty Housing

MIG Planning Consultants

- Chris Beynon
- Paul Downs
- Louis Hexter