The Five Anchors of the UC San Diego People Proposition

**Active approach to mental health**

**Effective leadership and management practices**

**Excellent employee support and services**

**Community, belonging, and connections**

**Authentic engagement and communication**

**Transparency in decisions and actions affecting employees**

**Respect, recognition, and a sense of value**

**Employee agency**

**Fairness and agility in policies and processes, including compensation**

**Opportunities for learning, development, and progression**

**Workplace flexibility**

**Institutional innovation**

**Diversity in people, perspective, and experience**

**Meaningful work**

**Clear campus and university direction**