

University Committee on Faculty Welfare

Minutes of Meeting

July 8, 2022

I. Report: UCFW Task Force on Investment and Retirement (TFIR)

David Brownstone, TFIR Chair

1. TFIR of June 27, 2022

- The ad hoc COLA for certain UCRP cohorts will go to the Regents later this month. Raising all cohorts to 85% purchasing power will impact the funding ratio by -0.3%.
- The Retirement Plan Choice tool is posted. Local communications remain an obstacle. Some have proposed changing the default enrollment from the defined benefit plan to the defined contribution plan.
- Improvements to the Retirement Administration Service Center (RASC) are progressing slowly. Retirement processing is stabilizing, but survivorship benefits processing remains unacceptably slow. Despite budget approval, call center hiring in the current market is a challenge. Hiring new retirement counselors could be difficult, too. Coordination with Fidelity counselors could also be tricky. The Senate should seek a seat on the RASC steering committee.
- Inflation has eroded investment returns. Smoothing, however, keeps the returns within policy. Some may react by calling for higher employee contributions, but others will respond with calls for more employer contributions.

2. Student Debt Project

With Charlie Eaton, UCM

The federal repayment pause initiated under COVID is about to expire, as is the waiver for certain Public Service Loan Forgiveness (PSLF) requirements, so urgent action is needed to help colleagues navigate these complicated processes. A pending executive order from President Biden adds still more urgency. Advocates of the UC Debt Free Challenge want to provide services directly to borrowers and to help prepare HR and UC Path for a surge in requests of employment verification. Webinars and help developing communications in this area can only aid borrowers.

Members noted that staff and other employee categories would benefit as well. Mr. Eaton noted that advocates were also reaching out to the union coalition. External partners, such as NextGen Policy CA, have been contacted, and plans to reach out to some Regents are being developed. The Student Borrower Protection Center is another likely partner.

- ❖ TFIR Chair Brownstone will contact HR.

II. Report: UCFW Health Care Task Force (HCTF)

Michael Ong, HCTF Chair

1. HCTF of June 17, 2022

- The Medicare Choice plan is performing well overall. A rate increase could erode institutional savings, though. Some have called for an expansion of the plan to out of state retirees.
- UC Health will roll-out a concierge add-on navigator.
- The Executive Steering Committee again tabled consideration of a behavior health overlay plan, but care options for addressing increasing behavioral health needs must be found. The health care cost “cap” must be reconsidered.
- Reports of staff at UC hospitals and clinics refusing to assist in certain reproductive care procedures were received with alarm.

III. Consultation with the Office of the President – UC Operations

Rachael Nava, Executive Vice President and Chief Operating Officer

1. Safety Considerations

EVP Nava reported that UC had been working on a Community Safety Plan since last August, and a systemwide director of community safety should be hired over the summer. Compliance with state laws limiting military-style equipment will occur, as will compliance with new Regents policies and the public reporting of inventory. In accordance with the Community Safety Plan, data dashboards are being launched, and a working group is identifying metrics. Another working group will issue recommendations for vehicles, uniforms, and equipment soon. The campuses are taking action as well, especially through their safety advisory boards. Each campus has submitted a tiered response plan that specifies mental health priorities. Annual reporting is required.

Changes to Clery Act reporting requirements in compliance with federal clarifications mean that CARES advocates are no longer confidential resources. New communications and training will be developed.

Members suggested that UC adopt a holistic approach to community safety and be a leader in all fields, not just policing. Some have suggested a UC-sponsored gun buy-back. EVP Nava indicated that the data dashboard should inform decisions in the future. UCD has a firearms research program, but national efforts are lagging. The Community Safety Plan is intended to be holistic; social workers are designated first contacts in many instances.

2. Operations Considerations

UCFW inquires about the pattern of large software failures across the system, such as UC Path, RASC, and Redwood, and asks how these failures are assessed and how improvements are made.

EVP Nava indicated that “post mortems” occur after each major roll-out, one of which informed the new structure of RASC. RASC is performing well, with 80% of pre-June 30 submissions finalized. Members noted that survivor benefits processing had not improved, and returned to the question of the roles of procurement and operations. EVP Nava noted that a comprehensive digital technology infrastructure for the system was needed, one that would

integrate cybersecurity, data warehousing, and more. The business needs should be understood before a tool is chosen. But it seems that a tool was chosen and then “square-pegged” into UC. The opportunity to leverage faculty expertise here seems clear. Members also noted that end-users should be involved in the selection process, an omission whose negative impact is compounded by parallel local failures. Holding faculty and staff responsible for executive purchases adds to the administrative burden and further erodes morale. Indeed, staff turnover points to poor software selection in many instances. EVP Nava noted that adaptability is essential, and that accountability depends on the system and the tool. Members noted that tech-driven solutions often do not meet the needs of retirees and emeriti. EVP Nava noted that legacy systems are no longer sustainable, but acknowledged that existing cloud support is not adequate for UC’s needs. Members noted the need for a comprehensive benefits survey and that a new vendor should be selected to conduct it. Again, the utility of faculty experts should be clear to all. EVP Nava agreed and noted that the new executive director for Total Rewards was under recruitment. UCFW is encouraged to continue dialogue with VP Lloyd.

IV. Consultation with Academic Senate Leadership

Robert Horwitz, Academic Council Chair

Susan Cochran, Academic Council Vice Chair

- State budget: The budget is final, and the 5-year compact has so far been honored, assuming UC will meet enrollment growth targets and the like. This year’s overenrollments were fully funded, and the non-resident swap for the campuses over the Regent-set limit was also fully funded. One-time funds for seismic retrofitting were less than hoped.
- Benefits “cap”: The issue was discussed with President Drake. Consistent pressure going forward will be needed.
- ICAS: The Intersegmental Committee of Academic Senates fulfilled the first part of AB928 by recommending a new transfer curriculum, the California General Education Transfer Curriculum (CalGETC), which will go for Senate review at each of the segments in the fall. Also in the fall, work on the second part of AB928 – assessing the Associate Degree for Transfer program – will begin at ICAS.
- Regents: 1) The Health Services Committee considered several issues. A) UCLA Health presented its strategic plan, which includes expansion to offer more beds. Some have suggested treating certain clinicians as staff, but that contradicts the larger call for Senate membership for clinicians to potentially redress their morale concerns. B) Affiliations: Contracts are being negotiated. The interim Regents policy and the proposed Presidential policy are being evaluated. Most have framed the question of utilitarianism versus non-discrimination. Communicating the rights of all involved remains to be done. Reporting metrics are being revised, and the impacts of the Dobbs decision are not fully known. No complaints have been received so far, but the whistle blower hotline has not been launched, and any internal UC Health communications to trainees and clinicians assigned to affiliates have not been shared. How to identify UC staff who may refuse to participate in certain procedures remains unclear.

The question of statute versus policy has not been resolved. 2) The Innovation, Transfer, and Entrepreneurship Committee also met. A) There will be no changes to the APM to accommodate marketable innovations. B) Patent oversight will be sent to the campuses, who will each choose their own software. Members are encouraged to monitor the situation closely.

- Department political statements: Anonymous votes, unsigned posts, and other caveats were endorsed by the Council. This issue is still in the public eye, though.
- Student tutoring websites: UC Legal still does not see a litigation strategy, but lobbying with the other segments and student leaders may prove worthwhile. The Chief Investment Officer is ensuring UC does not have any holdings in these companies.
- Searches: Finalist names for the next Provost and the next Vice Provost for Academic Personnel have been sent forward.
- Fully online undergraduate degree programs: A proposal from the University Committee on Education Policy (UCEP) will be reviewed in the fall. The Senate feels it is important to signal the importance of residency to the educational experience.
- COVID protocols: Campus plans are unknown at this time. An infrastructure and a policy are needed. Balancing competing regulations from the federal, state, and county governments is challenging.

V. UCFW Business

1. Systemwide Review Items

➤ Approve draft responses

- Proposed Revisions to APM 715 and 760 (Leaves of Absence/Family and Medical Leave and Family Accommodations for Childbearing and Childrearing)
- Report of the Negotiated Salary Trial Program (NSTP) Phase 2 Taskforce
 - ❖ The draft responses were approved as noticed.

➤ Determine committee position

- Second Systemwide Review of Presidential Policy on Abusive Conduct in the Workplace

UCB Representative Nelson and UCSD Representative Cooper, Lead Reviewers
Most changes are improvements, but several concerns remain. The social environment as a whole should be considered, not just individual bad actors. Abusive conduct may need contextualization and may not be reducible an “objective standard” a “reasonable person” would isolate and identify. A 45-week investigation would require resources and FTE. Allowing implicated parties to “be involved” is insufficient; they should be granted a “substantive role” instead. Examples of acceptable resolutions would help. Identifying patterns of behavior, even if individuals are exonerated formally, would be helpful. Members questioned the omission of “bullying” as a type of abusive conduct. Members also noted that the FAQs should be improved, citing “false information and malicious rumors” as being too broad, as one example.

- ❖ Analyst Feer will draft a memo for transmittal to Council.

2. ARO Beyond COVID Next Steps

Chair Hollenbach proposes sending a memo to Council calling for changes to the APM to codify consideration of ARO principles. Although COVID is slowing, life crises will continue. Members noted that many have a limited appetite for further change after the turbulence of COVID. COVID showed the utility of a mandate for impact statements, as recommendations lead to inequitable use and outcomes. Some CAPs are already reverting to pre-COVID practices. Even a failed review may have positive outcomes.

- ❖ Analyst Feer will draft a memo for transmittal to Council.

VI. Consultation with the Office of the President – Procurement Services

Paul Williams, Associate Vice President and Chief Procurement Officer

AVP Williams noted the key priorities of his office, which include leveraging the size of UC and keeping the client experience at the top of mind. Because higher education is subject to public records requests, procurement practices have to be consistent and transparent.

Members asked what consequences vendors face when they fail to execute the contract and whether enforcement terms were standard to each contract. AVP Williams reported that enforcement was under Operations, but performance standards can be included in RFPs. Members asked what level of end user was consulted during the review process. AVP Williams indicated that all sourcing categories were consulted, and that the end user is the person using the software, not the project sponsor. Members insisted that more end user involvement is essential, both in RFP development and in proposal evaluation. Members asked how outcomes impacted future RFPs. AVP Williams said that experience feedback is needed, but better training can always help transitions. But staff are being driven away, and better training is no substitute for better software. The campuses need better practices for learning from each other. AVP Williams stated the need to more fully understand requirements and identify an ideal state is the first step. Learning from predecessors' efforts is a slow process.

VII. Consultation with the Office of the President – Academic Personnel and Programs

Amy K. Lee, Associate Vice Provost

Gregory Sykes, Director, Academic Data and Compensation

1. Salary Administration

AVP Lee provided background on why faculty salary increases are effective October 1, instead of July 1, as for other employee groups. In 2019, President Napolitano approved 4% for faculty scales, on the pre-2013 model, effective October 1. The 2013 model was adopted in order not to disadvantage those resuming contributions to UCRP. To off-set the late start that year, a total of 5.33% increase was awarded to the scales, not just 4%, which was base-building. It has remained October 1 since, due to frequently late state budgets, the complexity of faculty pay, and internal software concerns. Merits and promotions are still awarded on July 1, though. Members noted odd incentives with the October 1 date, such as delaying retirement until September to maximize retirement income. This practice would negatively impact the

education cycle. Members suggested streamlining faculty salary programming. Balancing off-scale salaries with equity concerns is challenging to many.

2. Expanded COACHE Survey Usage

With Janiene Thiong, Project Policy Analyst

UCFW inquires the COACHE exit survey could be used in the clinical setting, too. AVP Lee noted that when the COACHE project was launched, it was determined at the time that it did not fit well with the health sciences. There is no additional funding, but UC Health could co-sponsor a project, if persuaded of its efficacy. Follow-up with departures can be difficult, but RASC may be able to help.

VIII. New Business

1. Next Year's Local Faculty Welfare Priorities

UCB: 1) child care access and affordability, 2) seismic retrofitting and ventilation, 3) housing costs

UCI: 1) ARO principle dissemination, 2) housing costs, 3) child care access and affordability, 4) treatment of sexual violence/sexual harassment cases

UCLA: 1) child care and enrollment obligations of schools, 2) ARO principle dissemination, 3) the tenure clock for new hires, 4) COVID accommodations for this with at-risk family ;members

UCM: 1) Child care access and affordability and 2) ARO principle dissemination and buy-in

UCR: 1) staff turnover, 2) child care access and affordability, 3) loan debt relief, and 4) recovering from COVID

UCSD: 1) protecting vulnerable faculty in reviews and promotions, 2) child care access and affordability, 3) housing costs, 4) enrollment growth and online courses

UCSF: 1) parking issues, 2) securing more COVID relief bridge funding, 3) applying an equity lens to advancement and promotions, 4) impacts of the Dobbs decision, 5) parental leave time for clinicians, 6) housing costs

UCSB: 1) housing and HOA requirements, 2) child care access and affordability, 3) staff turnover and increasing administrative burden on faculty

UCSC: Housing costs

Adjourned 3 pm.

Minutes prepared by Kenneth Feer, Principal Analyst

Attest: Jill Hollenbach, UCFW Chair

Attendance:

Jill Hollenbach, UCFW Chair

Terry Dalton, UCFW Vice Chair

Laura Nelson, UCB

Carson Schutze, UCLA

Jayson Beaster-Jones, UCM

Rajiv Gupta, UCR Alternate

Kim Cooper, UCSD

Jenny Liu, UCSF

Lisa Parks, UCSB

Nico Orlandi, UCSC

David Brownstone, TFIR Chair

Michael Ong, HCTF Chair

Terry Hendershott, UCRS Advisory Board Faculty Representative

Jo Anne Boorkman, CUCEA Chair