

UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)

2020-21 ANNUAL REPORT

TO THE ASSEMBLY OF THE ACADEMIC SENATE:

Under [Senate Bylaw 175](#), the University Committee on Faculty Welfare (UCFW) considers and reports on matters concerning the economic welfare of the faculty, including salaries, benefits, insurance, retirement, housing, and conditions of employment. UCFW met eleven times during the 2020-10 academic year, and the major actions and discussions of ongoing issues are highlighted in this report.

UCFW has two semi-permanent task forces with separate memberships and with particular expertise in: (1) the University of California Retirement System (UCRS) including its policies and its investments (the Task Force on Investment and Retirement, TFIR); and (2) the University's health plans for employees and retirees (the Health Care Task Force, HCTF). These task forces monitor developments and carry out detailed analyses of questions and issues in their respective areas and report back to UCFW for further action. UCFW is indebted to the extraordinary commitment and skills of our task force leadership, David Brownstone (TFIR) and Lisa Ikemoto (HCTF). These two task forces spend a great deal of time in consultation with systemwide Human Resources (HR). Many of these consultants, along with Academic Personnel and Programs and others from the Office of the President, also regularly attend UCFW meetings and lend their expertise to our

discussions. We are indebted to these consultants, and they are individually acknowledged at the end of this Report.

COVID-19 IMPACTS TO ADVANCEMENT, WORK-LIFE BALANCE, AND INSTRUCTIONAL DELIVERY

UCFW members uniformly agreed that a central issue for this year was how to mitigate the negative impacts of the pandemic on faculty career trajectories and overall morale, especially given the unequal impacts of job disruption on a) individuals and members of specific types of scholars, namely those whose research or scholarly activities experienced severe and lengthy disruptions due to campus and performance venue closures, and b) individuals or members of specific demographic groups for whom the pandemic markedly increased their dependent care duties, especially single parents, women, and persons of color whose communities were hard hit by the pandemic. UCFW devoted time at each meeting to hearing in detail from the campuses about their efforts, short-comings, and surprises in dealing with COVID-19 impacts to advancement, work-life balance, and instructional delivery. Implementation of revised active duty/modified service guidelines was closely monitored, and revealed common patterns of underutilization by female faculty and those from underrepresented backgrounds. Junior faculty and those with caregiving responsibilities reported the highest levels of stress. Long-standing deficits in child care access and affordability were made visible and amplified by the pandemic. Multi-format and asynchronous instructional delivery significantly increased workloads, while compensation remained flat during fiscal year 2020-21. Negative impacts to research productivity and creative output deserve special consideration in academic reviews. UCFW

summarized its findings in a letter to Council and, with input from UCAADE, provided a list of potential actions that could help mitigate the negative impacts on faculty career success and promote retention of impacted faculty. Senate-generated guidelines building on the UCFW suggestions were forwarded by the Academic Council to the divisions and the President and Provost. Joint Senate-administration working groups at the systemwide and local level continue to address these issues, and UCFW will continue to monitor outcomes.

Campus reopening planning continues, but discussions to date have focused on medical specifications, eschewing humanistic considerations that may affect logistics of guideline implementation. The enforcement of mandates in the classroom or laboratory raises questions about the responsibilities of faculty and concerns about privacy. UCFW will continue to monitor outcomes and faculty experiences.

FACULTY WELFARE

Housing: UCFW met with the Chief Financial Officer and the Office of Loan Programs to discuss housing issues that represent significant recruitment and retention challenges at many campuses. A lack of affordable housing proximate to UC campuses is pricing many employees out of working for the university, and it is straining the finances of many faculty, especially in expensive housing markets. Planned projects at some campuses will open slowly and not fully address the needs. Affordable student housing is a similar issue. Discussions focused on shared-equity loans, renter subsidy options, and

other non-single family dwelling programs. UCFW/TFIR supplied a letter and presentation to Council describing the issue and outlining potential options to address it

Retirement Transition: Inadequacies stemming from both software changes and staffing shortages have led to chronic unresolved concerns with the Retirement Administration Service Center (RASC); the COVID crisis has only exacerbated these concerns since it highlighted RASC limitations. Redress of these concerns has been hampered by personnel issues in the Office of the President. Additionally, although some campuses have created retirement transition advisor positions, others rely upon UCOP counselors. Some have called for UC to open retirement processes a month earlier in hopes of smoothing the workload. UCFW has repeatedly highlighted these issues to the administration and is hoping for an improvement. A newly appointed Vice President has pledged to address these issues.

Child Care: UCFW has collected information about the hardships to faculty, staff, and students with families resulting from the high cost and the lack of child care options. UCFW members collected information about child care costs and wait list times on UC campuses. UCFW submitted a resolution to the Academic Council calling for child care to be an enumerated systemwide priority of the Senate and the administration.

Bullying: UCFW considered a model from UC San Diego that sought to establish standardized prevention training and resolution mediation for cases of bullying, which have been reported widely in campus climate surveys. UCFW wrote to the Academic Council asking for the development of systemwide practices and policies.

On-Boarding and Recruitment: A lack of standardized recruitment and on-boarding practices has led to differential information about benefits, pay practices, and

support and perquisite programs being provided to candidates and new hires. UCFW asked the Academic Council to partner with relevant administrative and divisional offices to develop a standard package and presentation.

CASH COMPENSATION

A multi-year salary plan designed to close the gap with the Comparison 8, met the goals of the first year (2018), but in 2019, the plan was scaled back following underinvestment by the state and other budgetary concerns. In light of COVID impacts in 2020, salaries were frozen (except for merits). Budget improvements for the state allowed a 3% increase to faculty and staff on July 1, 2021, but it is now expected that the plan to close the salary gap will be extended by several years.

Previously, UCFW engaged with Vice Provost Susan Carlson's group to create a new model multi-year plan to bring UC faculty salaries to market levels. Although the specifics of this plan will need to be revisited once UC's financial situation allows more programmatic salary adjustments, UCFW believes that the principles used to craft this plan have lasting value.

Prior to improvements in the state budget, the University planned for "curtailment", including possible salary cuts. The President claimed the authority to unilaterally cut faculty salaries, and the Senate and UCFW objected strenuously. Although no decision was required this year, UCFW will continue to monitor this situation.

HEALTH AND WELFARE BENEFITS

UCFW and HCTF continued to monitor the operations of UC Care. Issues surrounding pharmacy formulary changes and billing transparency were the most common concerns. HCTF also engaged with UC Care to analyze the benefits survey conducted in the fall of 2020. Although assessment continues, findings of dissatisfaction in the mental health area were on-trend, unfortunately. TFIR hopes that future surveys, whether from UC Care or Human Resources, can include financial awareness and preparedness questions, including the impact of student loans.

A Human Resources Transition Advisory Committee was formed this year, and assisted by external consultants Mercer. This followed years of vacancies in senior systemwide human resources leadership. HCTF reviewed the Committee's report and recommendations and generally supported them, emphasizing that consultation and shared governance should be a continued value within any reorganization of system-wide Human Resources. The hiring of a new Vice President and their next steps will be closely followed.

Comprehensive Access returned as a topic before the Senate this year, stimulating much discussion at HCTF and UCFW. HCTF and UCFW re-endorsed their previous positions as articulated in the report of the 2019 Non-Discrimination in Health Care Task Force, and, in a letter submitted to Council, outlined its argument for implementing procedures to avoid conflicts of interest when UC considers affiliations with discriminatory entities. The Regents adopted language aimed at balancing access to UC quality care and non-discrimination principles. HCTF will monitor implementation closely.

HCTF formed two working groups, one for focus on behavioral health access and outcomes, and one to make recommendations for improving the Health Sciences

Compensation Plan. Both groups' final reports and recommendations will be received next year.

RETIREMENT ISSUES

TFIR continued its close work with the administration to make more user-friendly the Fidelity brokerage window investment options, an effort led by the Office of the Chief Investment Officer, in conjunction with Human Resources. TFIR also supported an OCIO initiative to investigate adding Roth 403(b)s, which carry certain tax advantages for those with projected income growth, and applauded the launch of Qualified Longevity Annuity Contracts (QLACs) to the investment window.

TFIR worked to improve communications and planning tools related to the "Second Choice" window of the 2016 UCRP Tier, wherein certain eligible employees may change their initial pension election from defined contribution plan to defined benefit plan. This year is the first year the new election provision is available as this is the first fifth year of the Tier. For both initial elections and the "Second Choice" window, improvements to financial modeling tools were explored extensively, and Fidelity communications and webinars were evaluated. Work will continue next year.

OTHER POLICY ISSUES AND SYSTEMWIDE REVIEWS:

Academic Personnel Manual Revisions: UCFW opined on the following:

- 700 Series (Leaves)

CORRESPONDENCE:

Beyond submitting opinions and recommendations on the topics above, UCFW opined on the following matters of systemwide import:

- Academic Planning Council Faculty Salary Scales Task Force Report and Recommendations
- Draft Presidential Campus Safety Plan
- Proposed Presidential Policy on Classification of Gifts and Sponsored Awards
- Innovative Learning Technology Initiative (ILTI) Review with Update
- Proposed Revisions to Presidential Policy, Business and Finance Bulletin, IS-12: IT Recovery
- Presidential Policy on Native American Cultural Affiliation and Repatriation (v. 3)
- Online Undergraduate Degree Task Force Report
- Presidential Policy on UC Research Data and Tangible Research Materials
- Proposed Revisions to Senate Bylaw 336.F.8 (Evidentiary Standards)
- Proposed Revision to Senate Regulation 610 (Defining Residency)
- Proposed Presidential Policy BFB-BUS-43 Purchases of Goods and Services; Supply Chain Management

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Academic Affairs: Provost Michael Brown;

Academic Personnel and Programs: Vice Provost Susan Carlson and Academic Policy and Compensation Data Analyst Gregory Sykes;

UC Health: Executive Vice President Carrie Byington; Executive Director of UC
Self-Funded Health Plans Laura Tauber;
Human Resources: COO Rachael Nava, Interim Vice President Cheryl Lloyd;
Senior Director of Health and Welfare Benefits Susan Pon-Gee;
Office of the Chief Financial Officer: CFO Nathan Brostrom;
Office of the Chief Investment Officer: CIO Jagdeep Bachher, Associate CIO
Arthur Guimaraes, and Director of Defined Contributions Products Marco Merz.

We are particularly grateful for the involvement, support and guidance from the Senate leadership, Chair Mary Gauvain and Vice Chair Robert Horwitz, as well as the advice and perspective provided by Senate Executive Director Hilary Baxter. Finally, the committee is highly indebted to Kenneth Feer who has provided able staff support.

Respectfully yours, UCFW 2020-21

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