

University Committee on Faculty Welfare

Minutes of Meeting

October 8, 2021

I. Welcome and Introductions

Jill Hollenbach, UCFW Chair

After introducing themselves, members discussed whether and at what frequency to meet in person, perhaps at a campus if UCOP remains closed longer than expected. Members were also reminded to arrange for alternates, if needed.

II. Report: UCFW Health Care Task Force

Michael Ong, HCTF Chair

1. HCTF of October 15, 2021

HCTF will be joined by four new members this year. Continuing issues for the Task Force include behavioral health access and a related RFP for administration of behavioral health services in UC health benefits programs. HCTF will also monitor implementation of new guidelines for UC Health affiliations with entities that may restrict services based on non-medical policies.

Another topic HCTF will continue to pursue is clinician morale in the UC medical centers and the impact of the Health Sciences Compensation Plan (HSCP).

Members noted that fertility benefits are being requested as it is being used as a poaching lure. Chair Ong indicated that HCTF has discussed fertility benefits with Human Resources before, but was told the per member per month cost for a small utilization program made the benefit cost prohibitive. Nonetheless, UC recently expanded adoption benefits, and this seems much the same.

2. Retirement Administration Service Center (RASC) Concerns

A long history of underperformance is being addressed by new leadership in Human Resources. Improvements have been slow, as both software upgrades and personnel changes have complicated the process. The pandemic further delayed improvements. An action plan is in place, and new representatives are being recruited. See also Item III below.

III. Consultation with the Office of the President – Human Resources

Cheryl Lloyd, Vice President

1. RASC Improvements Update

Vice President Lloyd noted that software and hardware improvements are being overseen by a governance committee, assisted by the Chief Information Officer. A new customer service model has been adopted and new supervisors have been hired.

Members asked if campus-based retirement counseling would be restored, noting that a full range of service would include it. VP Lloyd said further engagement opportunities would be explored. Members noted that hiring processes are unnecessarily complex, wondering if the same were true for retirement processes. A shortage of qualified staff exacerbates the complexity.

2. New HR Organization Structure and Recruitment Update

The new HR organization will combine salary and benefits under a Total Rewards leader. A search firm will be engaged, and the Senate has been contacted for nominees to a recruiting committee.

Members asked how benefits administration might change under new leadership, and VP Lloyd indicated that creative solutions are needed for an organization as large and complicated as UC. Members also asked how benefits assessment might change under new leadership, suggesting an holistic approach would be more useful than a piecemeal approach. The use and impact of perquisites should also be analyzed.

IV. Chair's Announcements

Jill Hollenbach, UCFW Chair

1. Committee Operations

Analyst Feer provided an overview of systemwide Senate protocols for communicating with consultants, Senate leadership, and other Senate committees. Members were also referred to the Senate website for additional materials, including the Guidelines for Systemwide Academic Committees.

2. 21-22 Priorities

Chair Hollenbach outlined several continuing issues:

- 1) How to assess COVID impacts to teaching, dependent care, academic advancement, research and creative output productivity is still being determined. A joint Senate-administration working group, co-chaired by Academic Council Chair Horwitz, is expected to issue its recommendations soon. One metric that will be included is Achievement Relative to Opportunity (ARO), which encourages contextualized reviews. Funding and resources will be needed for the middle- to long-term, and faculty autonomy in deciding upon teaching modalities must be protected.
- 2) Pre-existing discrepancies regarding the impact of child care on female and junior faculty have become a crisis at many campuses. Elder care is an increasing concern, too.
- 3) The administrative burden on faculty continues to grow, and is made worse by a lack of staff. Financial accounting software is just one example of the obstacles faced by faculty. Some policies with good intentions have had unintended consequences of increasing costs and time to delivery. Coordination with other Senate committees will be needed to address this problem.

- 4) UC Health relations with the general campuses, their affiliations with other providers, and the status of Shared Governance with clinical faculty must all be more clearly understood.
 - 5) More housing assistance options are needed to aid in recruitment and retention efforts.
3. Academic Council of September 22, 2021
- Chair Hollenbach highlighted several issues from the recent Council meeting:
- 1) The Regents in September approved a housing development for UC Berkeley in “People’s Park” and considered the governance of Self-Supporting Graduate and Professional Degree Programs.
 - 2) How best to utilize faculty expertise in the roll-out of new software should be a priority.
 - 3) Recommendations to CAPs regarding assessment of COVID impacts are forthcoming. One goal is to ensure consistency across campuses without limiting local autonomy.
 - 4) Academic Integrity concerns under online course delivery remain. Further discussions with online “tutelage” providers are being planned.
 - 5) President Drake reported that vaccine compliance rates are in the 90%+ range for nearly all groups and locations, and mask compliance is also reported to be good. Most campuses are safer from COVID than their surrounding communities. Access to rapid, cheap testing should be expanded.

V. Report: UCFW Task Force on Investment and Retirement

David Brownstone, TFIR Chair

1. TFIR of September 27, 2021
- Chair Brownstone noted the charge of TFIR, which is available on the task force’s webpage. Chair Brownstone then highlighted several items from the recent meeting:
- 1) The UC Retirement System, aka, the pension, market performance is up, with an expected funding ratio of over 90%. Some leaders regularly call for employee contributions to increase, but good market performance mitigates those voices.
 - 2) RASC performance issues were discussed again. Whether new software and staff will be ready for the spring retirement season is unclear. Improvements underway are positively received, though.
 - 3) Communications and modeling for the “Second Choice” available to those hired in the 2016 UCRP Tier are being developed. The “Second Choice”, which allows eligible employees to switch their pension election from the defined contribution (DC) plan to the defined benefit (DB, aka, pension) plan, is available for the first time this year, and it is a complicated decision. Enabling new hires to make the best “First Choice” possible is an expected benefit of improved communications and modeling.
 - 4) TFIR will continue to advocate for a comprehensive benefits survey that includes retirement readiness, perquisites, and the like.

VI. Consultation with Academic Senate Leadership

Robert Horwitz, Academic Council Chair

Susan Cochran, Academic Council Vice Chair

Chair Horwitz reported several items of interest to the committee:

- 1) The Smarter Balanced Study Group report has been sent to President Drake. It does not recommend using the Smarter Balanced Assessment administered to California students as a mechanism of school performance as a requirement for admission to UC as a first-year student.
- 2) The Mitigating the Effects of COVID on Faculty Careers working group, co-chaired by Council Chair Horwitz and Davis Provost Croughan, will issue guidelines for CAPs and research “bridges.”
- 3) Campus vaccine rates are over 90% systemwide. Breakthrough cases have not required hospitalization.
- 4) The Regents met in September and heard presentations on several topics of interest.
 - Chair Horwitz’s remarks focused on UC excellence and the supports needed to maintain it, including competitive faculty salaries, student academic integrity, robust graduate education, and workable software with strong staff.
 - The Academic and Student Affairs committee noted that support for student basic needs must grow despite recent increases in CalFresh and other programs. Diversity outcomes were reported from the UC Accountability Report. Transfer issues were discussed, and AB 928, which requires a universal transfer curriculum, was signed by Governor Newsom this week.
 - The Finance and Capital Projects committee approved the Santa Cruz long-range development plan as well as the People’s Park housing project in Berkeley. 500 buildings systemwide need seismic retrofitting, at a cost of \$20B; only 5% of the funding has been identified. The state budget requires campuses not to exceed 18% non-resident enrollment within 5 years and pledges to backfill funding to any campuses that lose revenue from a decrease in Non-Resident Supplemental Tuition; the state budget is approved annually, though. State legislation that impacts procurement and contracting are having unintended consequences.
 - The full Board held a discussion on enrollment capacity, endorsing the enrollment of an additional 20K students by 2030 (including 4K graduate students). No new campuses will be considered, so creative thinking is needed. Summer sessions, UC Extension, satellite campuses, online – all must be considered.
- 5) The Senate feels that approval and oversight of Self-Supporting Graduate and Professional Degree Programs should remain at systemwide.
- 6) Concerns about financial accounting systems negatively impacting performance and morale will be communicated to President Drake.
- 7) Shared Governance in the administration of UC’s online education efforts must be increased, both systemwide and locally.
- 8) An institutional response to online academic integrity is desired, so UC Legal has been contacted.
- 9) The inclusion of “innovation and entrepreneurship” in academic reviews has been called for by some, but the Senate opposed this step.
- 10) Statements with political implications on department websites must have proper disclaimer language, and the University Committee on Academic Freedom is developing guidelines.

Members noted that benefits oversight and administration concerns should remain talking points with President Drake. Others noted that federal limitations/prohibitions on cooperation with some foreign colleagues is having negative impacts to grant funding, as well as academic freedom. Chair Hollenbach emphasized that on-campus rapid and inexpensive testing must be offered, and Chair Horwitz noted that resources are being sought.

VII. UCFW Business

Campus updates:

UCB: 1) The campus has been open since late August. More classroom space is needed, so scheduling is odd. Many have concerns about ventilation, regardless of COVID. 2) Many concerns with the University's dental coverage have been reported. 3) Clarification of the Sexual Violence/Sexual Harassment policy and associated practices is needed.

UCD: 1) More guidance regarding teaching modalities and exceptions is needed. 2) Salary administration on campus has benefited from Shared Governance. An equity review is planned, and meanwhile the Step+ practice will be paused. 3) The new campus parking system is app-based.

UCI: 1) New local Senate efforts include launching a climate crisis committee, elevating emeriti engagement and recognition, and a focus on policing and safety. 2) A working group is monitoring reopening.

UCLA: 1) Complaints about Delta Dental coverage have been received. 2) Partly as a response to staff shortages in the local Senate office, the emeriti committee will be merged with the faculty welfare committee. 3) Re-opening concerns by those with immune-compromised dependents were not appropriately addressed. Ventilation concerns also remain. 4) Mandatory COVID testing in addition to mandatory COVID vaccination is being discussed.

UCM: 1) The new financial accounting system has proven a debacle, and exacerbated supply chain issues. 2) A shortage of student housing delayed the beginning of fall term. 3) Best practices for incorporating ARO into academic reviews are sought. 4) Better guidance regarding teaching modalities is needed. 5) Re-opening has gone well vis-à-vis COVID compliance.

UCR: 1) Re-opening has gone well so far. 80% of classes are in-person, but which classes has not been assessed. 2) An administration response to the Senate's campus climate report is awaited. 3) Calls for fertility coverage have arisen. 4) A cross-campus salary scale analysis is sought.

UCSD: 1) Child care concerns impact every group on campus. 2) Bad software systems have further fueled the pandemic-induced staff exodus. 3) Housing concerns are particularly impacting graduate students, who pay more than 50% of stipends for housing. 4) Consistent teaching modality guidance is needed.

UCSF: More guidance for teaching modalities is needed.

UCSB: 1) Re-opening has gone well to date. Ventilation concerns were well-handled. 2) Housing affordability/capacity is nearing crisis proportions. Alternate support programs are needed. Some assert that renters are less likely to exhibit institutional loyalty, so rental support programs or hard-to-

track generic housing allowances would be bad institutional programs and investments. Not all individuals want to be homeowners, though, and flexible and equitable programs are needed. 3) Staff turnover and transitions are impacting efficiencies. 4) Child and dependent care needs require more institutional support. 5) The role of the ombuds office was highlighted.

UCSC: 1) Re-opening is going well. Many are concerned about unvaccinated dependents forcing courses to be administered online. 2) Housing is a crisis for the campus, both on-campus and in the community. Faculty and staff are being poached or simply leaving due to unaffordability. Higher salaries will help, but capacity concerns will remain.

CUCEA: The annual Joint Benefits Council report has been completed and will be shared with UCFW next month.

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

Susan Carlson, Vice Provost

1. COVID Impacts to Advancement

Many support extending ARO beyond the COVID-era and codifying as part of the academic review process. UCFW should coordinate with other Senate committees to advance this goal.

2. Upcoming Policy Reviews

Several policies will be submitted for review soon:

- 1) While not a policy, how to evaluate the implementation of the COVID vaccine policy will be discussed.
- 2) A working group developing a Presidential policy on anti-discrimination has been convened.
- 3) The Presidential policy on supplements to military pay is undergoing regular renewal and updates.
- 4) A new policy on abusive conduct and bullying is being developed, based on a similar policy intended for staff. Draft language is undergoing internal administrative review.
- 5) Academic Personnel Manual changes:
 - 759 (Leave without Pay): New categories for approval will be submitted
 - 025 and 671 (Conflict of Interest): Conforming amendments in response to the federal Foreign Influence Audit Report will be submitted directly for systemwide review due to timeline limitations. The changes will be far-reaching for some researchers and scholars.
 - Several conforming amendments/technical revisions in response to rescissions of certain Standing Orders of the Regents will be submitted.

Members noted that recent efforts to bolster the salary scales had been suspended, and hoped that they would be restarted soon and in earnest.

IX. Systemwide Review Items

- Assign lead reviewers:

- [Proposed Revisions to UC Presidential Policy on Sexual Violence and Sexual Harassment PDF](#) - Comments due November 15, 2021
 - CUCEA Chair Powell will serve as Lead Reviewer.
- [Ethnic Studies Proposal and Senate Regulation 478 Revisions PDF](#) (Senate Review) - Comments due November 15, 2021
 - Vice Chair Dalton will serve as lead reviewer.
- [Proposed Revisions to Presidential Policy on Sustainable Practices PDF](#) - Comments due December 7, 2021
 - UCD Representative Bales will serve as lead reviewer.
- [Proposed Presidential Policy on Integrated Pest Management PDF](#) - Comments due December 7, 2021
 - UCR Representative Heraty will serve as lead reviewer.

X. New Business

All agree that better guidance on teaching modalities is needed. Inconsistencies between posted statements and observed practices are common.

Adjournment 3:35 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

Karen Bales, UCD

Carson Schutze, UCLA

Jayson Beaster-Jones, UCM

John Heraty, UCR

Kim Cooper, UCSD

Lisa Parks, UCSB

Nico Orlandi, UCSC

Michael Ong, HCTF Chair

David Brownstone, TFIR Chair

Harry Powell, CUCEA Chair

Henning Bohn, UCRS Advisory Board Representative

Terry Hendershott, UCRS Advisory Board Representative