



UNIVERSITY
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Ahmet Palazoglu
Chair, Assembly of the
Academic Senate
Faculty Representative,
UC Board of Regents

Academic Senate

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September 5, 2025

Academic Senate Division Chairs

Re: Request for Information on Campus Implementation of ARO Principles

Dear Senate Division Chairs,

On behalf of the Academic Council, I am forwarding the attached request from the University Committee on Affirmative Action, Diversity, and Equity ([UCAADE](#)), the University Committee on Faculty Welfare ([UCFW](#)), the University Committee on Privilege and Tenure ([UCPT](#)), and the University Committee on Academic Personnel ([UCAP](#)). These committees are seeking divisional assistance in gathering information from campus academic personnel offices about how campuses have implemented the principles of Achievement Relative to Opportunities (ARO) in merit and promotion processes.

As outlined in the request, the ARO principles were first recommended in a [2022 report](#) from the Senate-administration Working Group on Mitigating COVID-19 Impacts on Faculty, and reaffirmed in a [2023 Senate-administration ARO Principles Working Group report](#). The goal of this request is to better understand how ARO principles are being applied in practice to support more equitable academic review processes.

The Academic Council supports this effort to compile an inventory of campus actions to inform more effective, data-driven policy decisions, especially given the likelihood of ongoing disruptions to faculty work.

Divisions are asked to coordinate with relevant administrators to respond to the questions outlined in the attached request by **October 10, 2025**. We ask that respondents provide qualitative answers to the questions to inform subsequent quantitative data gathering by the Senate. This and related efforts will culminate in a report to the administration and interested parties. Please send compiled information to UCAADE analyst Stefani Leto (stefani.letto@ucop.edu).

Sincerely,



Ahmet Palazoglu
Chair, Academic Council

cc: Academic Council
Senate Division Executive Directors
Senate Executive Director Lin



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University Committee on Affirmative Action, Diversity, and Equity (UCAADE)
Katherine Meltzoff, Chair
katherine.meltzoff@ucr.edu

June 13, 2025

Academic Senate Division Chairs

Re: Achievement Relative to Opportunities (ARO) Survey Support Request
Dear Senate Divisional Chairs:

The University Committee on Affirmative Action, Diversity, and Equity (UCAADE), the University Committee on Faculty Welfare (UCFW), the University Committee on Privilege and Tenure (UCPT), and the University Committee on Academic Personnel (UCAP), received approval in April 2025 from the systemwide Academic Council to inquire into campuses' use of Achievement Relative to Opportunities (ARO) mitigation measures (the letter and background reports are attached). Following Academic Council's approval, we now seek information about the implementation of recommendations related to ARO at your campus.

To summarize the history behind this request: In 2020, UCAADE, along with the University Committee on Research Policy (UCORP), suggested recommendations for mitigating the negative effects of COVID-19 on faculty. These suggestions led to the formation of a joint Academic Senate-administration Mitigating COVID-19 Impacts on Faculty Working Group, which issued [a final report in 2022](#).

The report was circulated by then-Provost Brown to campus executive vice chancellors and provosts, and vice chancellors for planning and budget for response and review. The report's first two recommendations were noted to be contingent on "application of ARO [Achievement Relative to Opportunities] principles at each campus as part of their holistic academic advancement process." Following this report, President Drake charged then-Provost Brown to appoint a Senate-administration ARO Principles Working Group to develop systemwide guidelines for assessing performance and applying ARO principles.

The [November 2023 report](#) of the ARO Principles Working Group concluded that the Academic Personnel Manual (APM) provided enough flexibility for application of ARO principles without formal amendment. The report

provided four recommendations:

1. Raise Awareness that Reasonable Adjustments are Possible
2. Provide Additional Support to Faculty Impacted by External Circumstances
3. Outreach to External Referees Regarding Reasonable Adjustments in the Academic Personnel Review Process
4. Outcome Assessment and Accountability

Then-Vice Provost Haynes circulated [a letter reporting on his office's responsibility to fulfill President Drake's charge](#) to develop guidelines for implementing these principles at divisions and ensuring communication about them. In his letter, Vice Provost Haynes asked "each campus to develop a process to evaluate progress and success in applying ARO principles to support faculty growth and success."

Since the waning of the most apparent COVID-19 pandemic effects, UC campuses have endured new extraordinary circumstances, any of which are likely to impact the ability of faculty to fulfil their three-part mission of teaching, research, and service. From disruptive campus protests, strike actions, devastating wildfires, to most recently, capricious and profound actions from the federal government disrupting research activity, UC faculty have endured and will continue to face challenges to the productive pursuit of their work.

Crucially, the recommendations regarding ARO are not limited to extraordinary circumstances. Rather, they are intended to be a guide for more holistic, equitable reviews across the UC system. With this in mind, the committee would like to know your campus's responses to the following questions:

1. Have you developed implementation principles for ARO? If so, what are they?
2. If you are newly implementing an ARO process, what are your plans and timelines?
3. If your campus has implemented ARO principles, how is this tracked and what outcomes are you finding?
4. What communication was sent to campus stakeholders (e.g. faculty, deans, chairs, etc.) about ARO principles and implementation?

UCAADE would like to complete its survey of campus implementation of ARO principles and finalize a report by the end of Fall 2025. Please provide the information requested by email to UCAADE analyst Stefani Leto (stefani.letto@ucop.edu), by October 10th, 2025 so the committees can compile the information and report to Council.

Sincerely,



Katherine Meltzoff, Chair, UCAADE



Juan Pablo Pardo-Guerra, Chair, University Committee on Faculty Welfare



Irene Tucker, Chair, University Committee on Privilege and Tenure



Nael Abu-Ghazaleh, Chair, University Committee on Academic Personnel

cc: UCAADE
UCFW
UCPT
UCAP