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Chair of the Assembly of the Academic Senate  
Faculty Representative to the Regents  
University of California  
1111 Franklin Street, 12th Floor  
Oakland, California 94607-5200

August 2, 2021

**SUSAN CARLSON, VICE PROVOST  
ACADEMIC PERSONNEL**

**Re: Faculty Recruitment and Onboarding**

Dear Susan,

At its July 2021 meeting, the Academic Council endorsed the attached letter from the University Committee on Faculty Welfare (UCFW). The letter asks the University to develop a standardized, systemwide, and publicly available recruitment and on-boarding packet for new and prospective faculty.

The Council agrees that this packet could help increase equitable access to valuable information for prospective and new faculty. As the letter describes, this packet should include information about UC non-compensation benefits such as housing assistance programs, negotiable benefits, academic advancement practices, salary negotiation options, and available support services. We also recommend that it include information about the Academic Senate and the nature and importance of shared governance at the University, which could serve as a useful faculty recruiting tool.

We look forward to working with you on this request. Please do not hesitate to contact me if you have additional questions.

Sincerely,

A handwritten signature in cursive script that reads 'Mary Gauvain'.

Mary Gauvain, Chair  
Academic Council

Cc: Provost Brown  
Cheryl Lloyd, Vice President for Human Resources  
Academic Council  
Campus Senate Directors  
Senate Director Baxter

Encl.



UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)  
Shelley Halpain, Chair  
[Shalpain@ucsd.edu](mailto:Shalpain@ucsd.edu)

Assembly of the Academic Senate  
1111 Franklin Street, 12<sup>th</sup>  
Oakland, CA 94607-5200

July 13, 2021

**MARY GAUVAIN, CHAIR  
ACADEMIC COUNCIL**

**RE: Faculty Recruitment and On-Boarding**

Dear Mary,

The University Committee on Faculty Welfare (UCFW) realized over the course of many different discussions this year, that there is no standardized faculty recruitment or on-boarding process or program. As a result, new faculty join the University with vastly different knowledge of the benefits, support programs, and other perquisites available to UC faculty. Anecdotal reports suggest female faculty, first-time faculty, and those from underrepresented groups are more likely to go uninformed by their recruiters of these options. We also know these same groups may be less likely to ask probing employment questions and self-advocate.

UCFW asks the Academic Council to partner with the administration to develop a standardized, systemwide recruitment and on-boarding packet to be provided to new and prospective faculty. The packet should include, but not be limited to, systemwide benefits information (like health and welfare, and retirement), perquisite information (such as the Mortgage Origination Program (MOP), the Supplemental Home Loan Program (SHLP), and employee discount programs), and an overview of academic advancement practices, salary negotiation options (including Faculty Recruitment Allowance (FRA) usage), and a link to the Academic Personnel Manual (APM). An introduction to UC-style Shared Governance and of Senate membership opportunities and expectations should be prepared and provided by divisional Senate leadership, along with links and contact information for local support offices (the Employee Assistance Program (EAP), Health Care Facilitators (HCFs), wellness, mentoring, childcare, parking & transportation, computing and technical assistance). UCFW also suggests including a sentence that encourages new faculty to seek independent financial advice, as needed, to aid in selecting benefits.

Delivery of this packet could be online or in-person, and ideally the packet would be updated annually. Links to programs cited and even the current packet could be placed on UC's recruitment websites and in other key locations, and recruitment leads should be given the same information. Such packets are available at top competitor institutions and are an important part of the recruitment process. We feel that broader access to this information would help foster equity in the faculty recruitment and on-boarding processes throughout the UC.

Thank you for your continued support.

Sincerely,

Shelley Halpain, UCFW Chair

Copy: UCFW  
Hilary Baxter, Executive Director, Academic Senate  
Robert Horwitz, Academic Council Vice Chair