



Robert Horwitz  
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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 5, 2022

**MICHAEL BROWN  
PROVOST AND EXECUTIVE VICE PRESIDENT  
ACTING VICE PROVOST ACADEMIC PERSONNEL**

**Re: Codifying ARO Principles in the APM**

Dear Michael:

At its July 2022 meeting, the Academic Council discussed the attached request from the University Committee on Faculty Welfare (UCFW) to amend the Academic Personnel Manual (APM) to include Achievement Relative to Opportunities (ARO) principles.

As you know, one of the key recommendations in the report of the Mitigating COVID-19 Impacts on Faculty Working Group<sup>1</sup> is to consider ARO principles in the merit and promotion process in recognition of individual faculty pandemic circumstances and constraints. The Council agrees in principle that codifying ARO principles in the APM will elevate awareness of the principles, send a strong signal that faculty struggles with caregiving responsibilities are not unique to the pandemic, ensure more consistency in application of the principles across campuses, and support a more humane and inclusive academic culture.

The Council understands that the Office of Academic Personnel and Programs (APP) has the authority to initiate systemwide reviews of the APM. We do not have specific language to propose for the APM at this time, but I have asked UCFW and UCAP to discuss the matter again in the fall. We would like to work on next steps with your successor and the new Vice Provost for Academic Personnel and Programs.

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

Sincerely,

A handwritten signature in cursive script that reads "Robert Horwitz".

Robert Horwitz, Chair  
Academic Council

<sup>1</sup> <https://senate.universityofcalifornia.edu/files/reports/rh-senate-divs-mcifwg-report.pdf>

Cc: Academic Council  
UCFW  
UCAP  
Chief of Staff to the Provost Peterson  
Campus Senate Directors  
Executive Director Lin

Encl.



UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)  
Jill Hollenbach, Chair  
[Jill.Hollenbach@ucsf.edu](mailto:Jill.Hollenbach@ucsf.edu)

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

July 19, 2022

**ROBERT HORWITZ, CHAIR  
ACADEMIC COUNCIL**

**RE: Codifying ARO Principles in the APM**

Dear Robert,

The University Committee on Faculty Welfare (UCFW) has discussed at length the Achievement Relative to Opportunities (ARO) principles that underlie the Mitigating COVID-19 Impacts on Faculty Final Report and its recommendations. A previous UCFW originally communicated these principles to the Academic Council, and we are gratified that they have been well-received in some arenas. However, as you know, promulgation of these principles and their adoption have been flagging, even in limited response to the on-going COVID pandemic. Nonetheless, faculty will continue to experience crises, whether COVID-related or due to other events and circumstances. Thus, UCFW remains committed to policies that help faculty deal with challenging temporary circumstances, and we want to see them adopted in a formal manner. We believe emendation of the Academic Personnel Manual (APM) to include these principles is the best method to persuade reluctant adopters of their value and to codify them. We urge the Academic Council to work with UCFW, UCAP, the Provost and Associate Vice Provost for Academic Personnel and Programs to draft revisions to relevant sections of the APM for systemwide review and adoption.

Sincerely,

Jill Hollenbach, UCFW Chair

Copy: UCFW  
Monica Lin, Executive Director, Academic Senate  
Susan Cochran, Academic Council Vice Chair