Committee on Faculty Welfare
Annual Report, 2019-20

To: Academic Senate, Santa Cruz Division

The Committee on Faculty Welfare (CFW) met bi-weekly throughout the academic year; members also represented CFW on several other Senate and campus committees—the Transportation Advisory Committee (TAC), the Employee Housing Workgroup, the Child Care Workgroup, the new Child Care Family Services Advisory Committee, the Committee on Emeriti Relations (CER), the Senate Executive Committee (SEC), and the systemwide University Committee on Faculty Welfare (UCFW).

CFW's work in 2019-20 focused attention on developments both on campus and systemwide with regards to issues affecting faculty welfare and faculty quality of life.

The key topics of this year's work were:

1. Addressing the unprecedented consequences of the COVID-19 pandemic, both immediate effects such as remote teaching and longer term consequences for tenure and promotion;
2. writing and passing a Senate resolution to improve the salary metrics used by the Academic Personnel Office as well as raising concerns about salary compression and inversion;
3. working closely with the Administration and the Employee Housing Advisory Workgroup to advocate for improved housing for faculty and staff;
4. advocating for access to affordable health care options for UCSC faculty and staff.

Other topics traditionally making up a substantial part of the committee's work, such as parking and transportation, did not see as much activity since no major changes have occurred either on campus or systemwide.

Salary Analysis

Over the last decade, CFW has monitored the effects of the special salary practice, or merit boost plan, initiated in AY 2008-9. The primary goal of this plan was to bring UCSC faculty salaries, once some of the lowest in the UC system, to systemwide median or better. This practice was restricted in AY 2017-18 when the Academic Personnel Office (APO) determined that most of the goals had been met. CFW has had two criticisms of APO's analysis, 1) that a 7-campus median was used for policy making rather than a 9-campus one, and 2) above-scale salaries were not considered in these analyses. At the Fall Academic Senate meeting, CFW proposed a Senate resolution to change these practices and this resolution was passed. Unfortunately, due to COVID-19, the APO salary analysis was delayed and whether APO has adapted to the new salary metrics is unclear. Thus, in the spirit of these considerations, below is a brief comparison of faculty salaries

across the nine UC campuses engaged in undergraduate education as well as a brief discussion of possible salary compression and inversion effects here at UCSC.

In summary, we find some concern that salaries are low for those faculty on the regular scale at the Assistant Professor rank and for all faculty at the Full Professor rank. Low off-scale at the Assistant rank is problematic as off-scale values can follow a faculty member as they advance and large changes in salary are only achievable through retention actions. Low salaries at the Professor level suggest problems with salary compression where more senior faculty are not paid as well for their experience and responsibilities as compared to junior faculty, and further data provided support this conclusion. Salary compression makes it difficult to properly reward and retain our most distinguished faculty.

UC Systemwide Comparison

UCSC continues to benefit from the special salary practice and is at or near the median salary values across ranks. While base salaries are determined by the Office of the President, the prolific use of off-scale salaries to boost base salaries results in inequities across campuses. Below we compare data compiled in October 2018 for Assistant, Associate, and Full Professor off-scale salaries, and total salary for above-scale Full Professors.

Assistant Professor

At the Assistant Professor level, the median UCSC off-scale is $16,800 for faculty on the regular (REG) scale and $23,000 for faculty on the business, economics, and engineering (BEE) scale. The systemwide medians are $19,200 and $21,050, showing UCSC off-scales to be 86% of the 9-campus median for the REG scale and 109% for BEE. Distributions and quartiles for each campus are shown in figure 1.

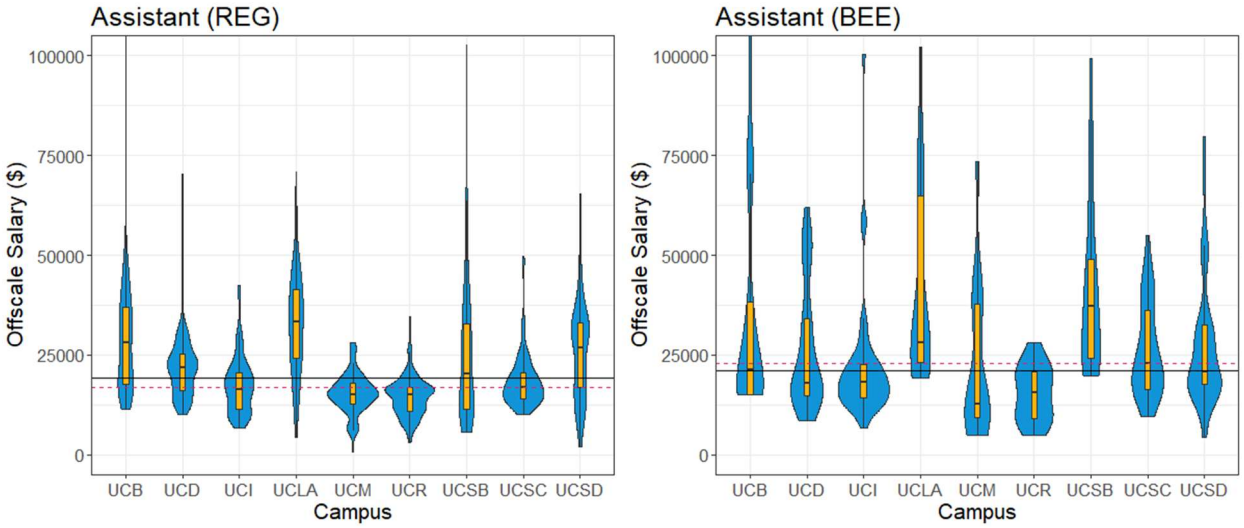

Fig 1. Violin plots showing off-scale salary distributions for the Assistant Professor rank in blue, with embedded box plots in yellow. The dark horizontal line shows the systemwide median value and the dotted pink line shows the

UCSC median value. The left panel shows faculty on the REG scale, right panel BEE scale. Some higher outliers are omitted from the figures.

Associate Professor

At the Associate Professor level, the median UCSC off-scale amounts are $22,550 for REG and $31,800 for BEE. The systemwide values are $22,000 for REG and $24,804 for BEE. The REG scale numbers are near parity and the UCSC BEE median is 128% of the systemwide median. Distributions for each campus are shown in figure 2.

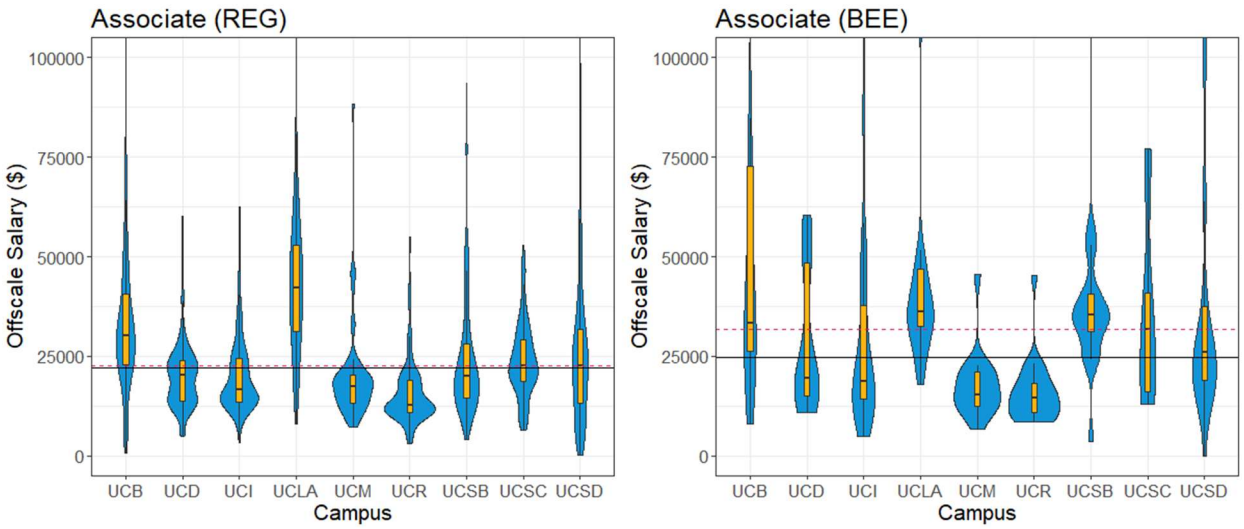

Figure 2. Violin plots showing off-scale salary distributions for the Associate Professor rank in blue, with embedded box plots in yellow. The dark horizontal line shows the systemwide median value and the dotted pink line shows the UCSC median value. The left panel shows faculty on the REG scale, right panel BEE scale. Some higher outliers are omitted from the figures.

Full Professor (Steps 1-9)

At the Full Professor rank, the UCSC median values are $23,600 for REG and $21,450 for the BEE scales. The systemwide values are $28,800 for REG and $27,550 for BEE. UCSC off-scales lag for both scale types, 82% and 78% respectively. The full distributions are in figure 3.

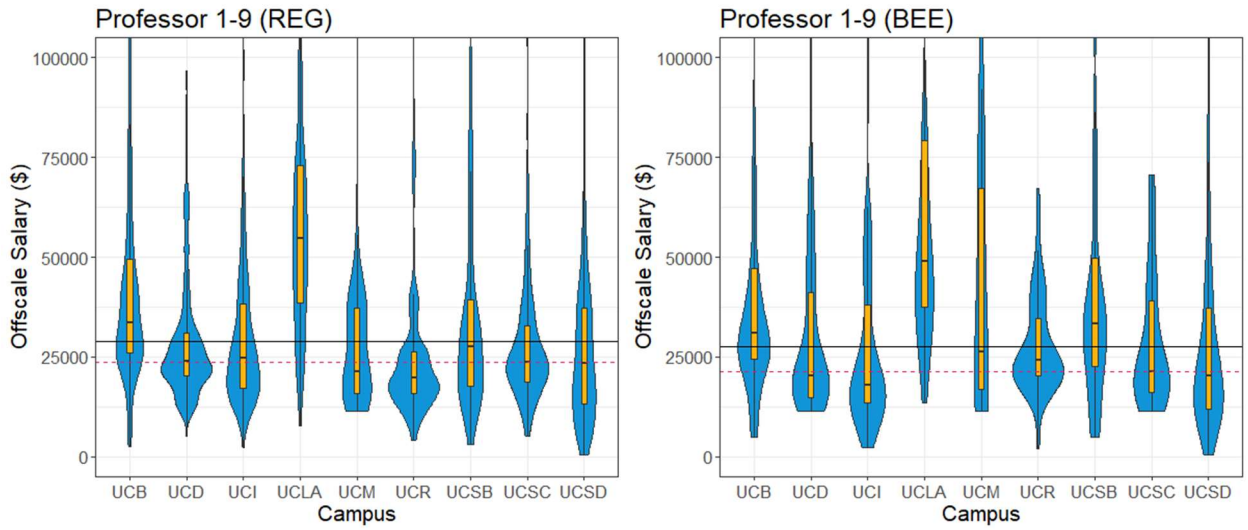

Figure 3. Violin plots showing off-scale salary distributions for the Full Professor rank in blue, with embedded box plots in yellow. The dark horizontal line shows the systemwide median value and the dotted pink line shows the UCSC median value. The left panel shows faculty on the REG scale, right panel BEE scale. Some higher outliers are omitted from the figures.

Full Professor (Above Scale)

For Full Professors who are above scale we compare total salaries. As above-scale salaries are based at least in part on the faculty member's Professor 9 salary and therefore different between the REG and BEE scales the faculty member had been on previously, we still separate faculty who were on the REG scale from those on the BEE scale. The median UCSC above-scale salary is $160,100 for REG and $162,600 for BEE. The systemwide values for these are $169,800 for REG and $184,000 for BEE. Thus, UCSC values are somewhat below systemwide, being 94% of the systemwide REG median and 88% of the systemwide BEE median. The distributions are shown in figure 4.

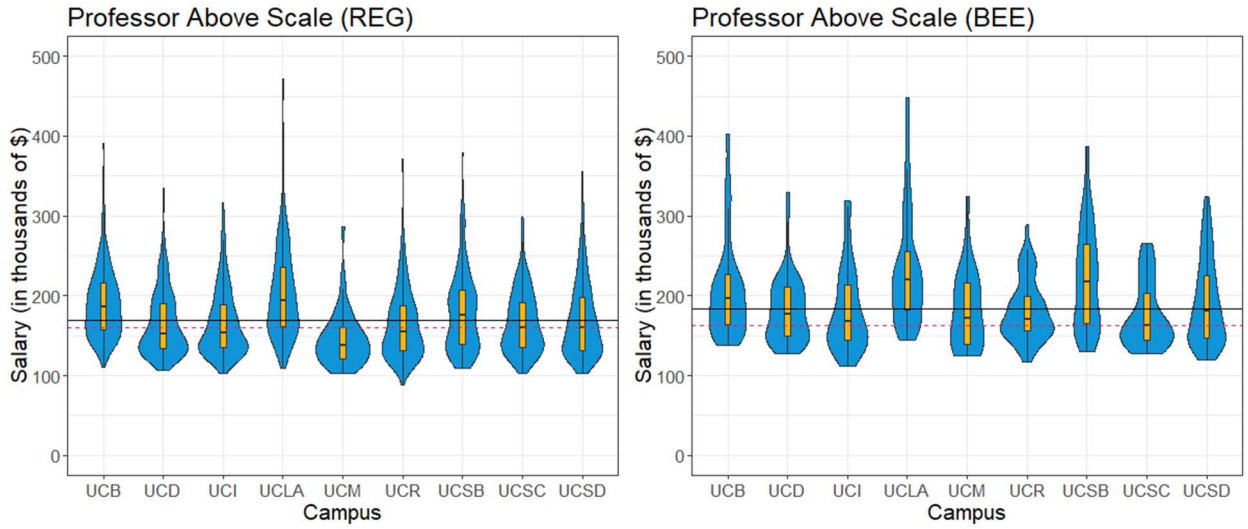

Figure 4. Violin plots showing salary distributions for the Full Professor (above scale) rank in blue, with embedded box plots in yellow. The dark horizontal line shows the systemwide median value and the dotted pink line shows the UCSC median value. The left panel shows faculty on the REG scale, right panel BEE scale.

Salary Compression

Salary compression is a phenomenon where senior faculty are not compensated adequately or promoted sufficiently compared to more junior faculty coming up the ranks. Essentially, senior faculty have smaller salaries than would be expected. The above analysis, and previous CFW analyses, suggest that this may be a concern at UCSC.

Two more bits of data point to a problem with senior faculty compensation. First, UCSC is ranked 7th out of the 9 campuses in number of above-scale faculty (see table 1). There is no obvious reason why UCSC would have fewer above-scale faculty than our sister campuses. Either outstanding faculty are leaving before they advance to the highest levels, or outstanding faculty are not being promoted at the rates on other campuses. Only UCI is ranked lower than UCSC on this metric. UC Merced is ranked last, but the low number of above scale faculty on the campus is explained by the youth of the campus, inaugurated in 2005.

Campus	n	% Above Scale
UCSB	130	15.6%
UCB	178	15.4%
UCLA	170	14.7%
UCSD	116	12.8%
UCD	81	8.3%
UCR	54	7.7%
UCSC	41	7.5%
UCI	68	7.3%
UCM	4	1.7%

Table 1. Counts of faculty above scale and proportions of the total faculty above scale for each campus.

The second series of data that points to a problem are historical data showing our more senior faculty receive lower off-scale salaries compared to more junior faculty and that this trend seems to be greater now than in the past (see figure 5).

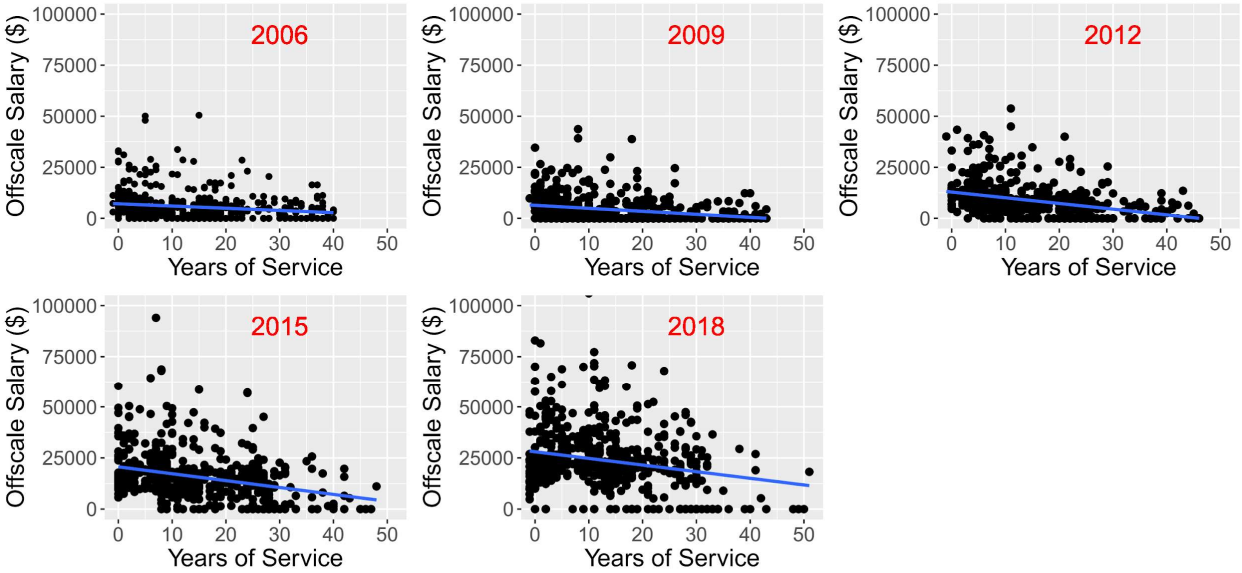

Figure 5. Off-scale salary in dollars by years of service.

All of these data suggest that more senior faculty are not being compensated as well as junior faculty, relative to their experience. There are numerous possible explanations for compression. The campus previously had a conservative culture in promotion and tenure that has liberalized recently. This is reflected in historically depressed salaries at UCSC compared to other UCs and the necessity of the special salary practice. The special salary practice itself may have inadvertently contributed to this as it has rewarded Assistant and Associate Professors more than Full Professors, who are reviewed less frequently. Finally, increased competition for junior faculty and the general stagnation in the salary scales has resulted in higher off-scale salaries for newly recruited faculty and the general abandonment of the Assistant 1 and 2 steps.

There is no obvious solution to correcting these discrepancies. Career Equity Review (CAPM 412.000) is available to faculty who believe their rank and step is "seriously inconsistent with their accomplishments in their discipline." However, since this process only adjusts rank and step, the only increase in salary would be to the new on-scale amount. Increasing off-scale to an appropriate amount is not available using this process.

Recently, the Office of the President has had discussions of rationalizing the on-scale salary amounts to match the UC's Comparison-8 salaries, eliminating the need for off-scale salary, except in exceptional cases. This would improve salary competitiveness at all ranks and steps, especially at the senior levels. However, the future of these adjustments is in doubt; outgoing President Napolitano has been the primary driver of adjusting the scales and it is unclear if her successor

will be as enthusiastic. Moreover, the COVID-19 budget emergency has put a hold on addressing any salary concerns.

While further study and more sophisticated metrics are necessary, there is cause for concern about salary compression. We urge APO and the Administration to address the issue and provide solutions.

Housing

The Employee Housing Advisory Workgroup devoted much of this year to providing input and feedback on a comprehensive survey of faculty and staff, which received a response rate of 41%. The survey confirms the vital importance of housing in recruitment and, even more, in retention, documents UCSC's status vs. other UCs in providing housing, and collates a wealth of detail for future planning. Crucial information includes specific demographics for renters (on and off campus) and home buyers (on and off campus), importantly broken down by rank and years on campus, as well as the interest in particular kinds of housing and possible locales off campus, and the desired forms of university assistance for purchasing. The survey shows that newer hires have higher housing and income burdens, as well as a lack of stable leases, and that they are entering a limited market for both purchase and rental on and off campus, making new university housing a pressing necessity. The knowledge of the degree of importance of such things as on-site childcare, bicycle routes, outdoor and gym access, parking, and commute times, are all important indexes for future planning. This information gleaned from the survey, and additional market research, was analyzed by Brailsford & Dunlavey and presented to the Advisory Workgroup this spring, and will hopefully ensure that faculty housing is designed in accordance with the needs, wishes, and means of all campus employees. When the Employee Housing Advisory Workgroup has finalized its own report, CFW will be interested to review and comment.

Brailsford & Dunlavey shared preliminary results in an online presentation in June. Members of CFW, CPB, and Senate leadership were invited, and the outgoing and incoming CFW chairs were in attendance. The summary of findings noted that faculty and staff perceive high housing cost as a significant obstacle in securing an ideal housing situation, the off-campus market has limited ability to meet employee needs, and there is a high level of interest in university sponsored housing assistance, particularly subsidized housing options. The analysis additionally noted that new hires have a higher level of housing burden, compared with those who have been with the campus longer.

The outgoing and incoming CFW chairs raised concerns about the data set used to determine the level of housing burden experienced by employees that rent. Brailsford & Dunlavey reported that the data was provided by Costar Realty Information Inc. Costar gathers data through Apartments.com, which includes only multi-family commercial properties in the area who have contracted to list properties with the website. As such, CFW noted that the data set likely did not include privately owned multi-family or single family rentals, which make up a large percentage

of the rental market in the Santa Cruz and surrounding areas, and brought this to the attention of the Vice Chancellor for Business and Administrative Services (VCBAS) Sarah Latham. The exemption of these listings could mean that the level of housing burden calculated by Brailsford & Dunlavey in the analysis could be inaccurate, and, CFW contends, is likely higher than assumed. If so, it will be imperative for the campus to use a more accurate data set in future analysis and/or housing program planning. The committee is still waiting to hear how best to report these concerns.

It should also be noted that due to administrative error the Academic Senate (CFW and the Committee on Planning and Budget specifically) was not invited to provide feedback on the 2020-21 UCSC Re-Pricing Program Recommendation before it was approved by the CP/EVC as is standard practice. The proposal included a 2.27% pricing increase. CP/EVC Kletzer has restated the importance of Senate consultation on the Re-Pricing proposals, and has assured Senate leadership that the 2021-22 Re-Pricing Program Recommendation will be sent to the Senate with a request for feedback next academic year.

Child Care

We are pleased that an advisory committee focusing on child care has been reinstated and expanded to cover a wider range of family support needs for the campus. In 2019-20, the Child Care Family Services Advisory Committee was tasked to focus on four areas: (1) child care access policy, (2) third party vendor assessment, (3) request for proposals (RFP), and (4) survey of family needs. CFW representative Su-hua Wang attended bi-weekly meetings to work on these four areas and requested CFW members for information or suggestions when needs arose. The report of this year's charge was submitted to VCBAS Latham by June 30[1]. It covers the progress and recommendations of the above four areas and will be published for the campus community. A follow-up meeting was convened with CP/EVC Lori Kletzer in which selected members of the Advisory Committee participated, including Chair Dave Keller, Professor Emeritus Catherine Cooper, Staff Representative Judith Estrada, and CFW Representative Su-hua Wang. At this meeting, Representative Wang summarized the pressing needs of campus child care services for faculty, the negative impact of lacking such services on faculty, and other family care needs including the provision of back-up care for a faculty member's children and/or adult dependents in cases of unforeseen emergencies.

The establishment of the campus child care services as part of the Student Housing West project was paused in 2019-2020, due to lawsuits against the project. CFW continued to work on the planning of this essential campus support for faculty by way of the Child Care Family Services Advisory Committee, as summarized above. As UCFW's recent report pointed out, UCSC continues to be the only UC campus to have no on-site child care services for faculty and staff[2].

[1] UC Santa Cruz Child Care and Family Services Advisory Committee, Final Report, June 2020
[2] https://senate.universityofcalifornia.edu/_files/reports/kkb-jn-child-care-access.pdf

Through UCFW, other UC campuses are pushing to strengthen their existing on-site child care services. UCSC must act quickly to establish the first on-site child care services and prevent further lag. CFW is eager to collaborate with campus constituencies towards this shared goal.

Back-up Care

In spring 2019, Senate Chair Lau and the Senate Executive Committee (SEC) forwarded to the Chancellor and iCP/EVC[3] a joint CFW and Committee on Affirmative Action and Diversity (CAAD) letter[4] in support of the establishment of a back-up care program to support faculty members when existing arrangements of child and adult dependent care fall through due to emergency such as illness. The letter pointed out significant impacts of the lack of back-up care on faculty productivity and wellness. Indeed, the survey conducted this year by the Advisory Committee indicates that back-up care is ranked as one of the top family needs by faculty, as well as by staff and students. CFW urges the Administration to take actions in planning and establishing the back-up care service for the campus community.

Transportation and Parking

The Advisory Committee for Campus Transportation and Parking (ACCTP: https://sab.ucsc.edu/outreach-committees/committees-campus.html) has the potential to generate innovative ways to serve the pressing needs of our growing campus and increase the overall transparency of campus transportation and parking services. A representative of CFW serves on ACCTP.

Although the institution of ACCTP is a step in the right direction, in spring 2020, CFW raised some concerns about the effectiveness of both the ACCTP and Transportation and Parking Services (TAPS)[5]. CFW has noticed a striking lack of overall vision and plans for the future, and we are concerned about the persistent reluctance of the ACCTP and TAPS to consider new issues and recommendations brought to the table by ACCTP members.

The primary objective of the ACCTP, as stated in the committee charge[6], is to recommend a sustainable funding model that a) ensures adequate support of programs, services and infrastructure to provide access to campus-owned facilities and b) aligns with campus goals related to sustainability and the limits imposed on campus by the Long Range Development Plan (LRDP). In the past two academic years, ACCTP meetings have focused primarily on the TAPS budget crisis, with little to no room at the table for considering a broader vision of a model that serves current campus needs and makes preparations for the future. It is clear that there is debt that needs to be addressed, but it is unclear how any raise in parking fees (which is being considered) would solve the larger problems. While CFW recognizes that the budget deficit is binding and should be

[3] Lau to Larive and Kletzer, 5/22/20, Re: UCSC Back Up Care
[4] Greenberg and Profumo, 3/01/18, Re: Campus Emergency Back-up Care Program
[5] McGuire to Lau, 6/08/20, Re: Concerns about Transportation and Parking Services (TAPS) and the Advisory Committee for Campus Transportation and Parking (ACCTP)
[6] Advisory Committee on Campus Transportation and Parking (2016-17 Charge/Membership)

addressed, it should not be the primary focus of consideration. Rather, an overall comprehensive strategy is much needed to meet the growing transportation and parking needs of our campus.

There are many pressing parking and transportation issues for our faculty. Primarily, the inability of faculty to find parking is a serious issue of concern that has a direct effect not only on the welfare of faculty and staff, but also on the teaching and research of our institution. Further, this issue has a disproportionate effect on those with family obligations that require them to leave campus in the middle of the day and are unable to find parking upon return. Parking problems are only made more acute by the ongoing housing crisis with faculty and staff needing to live further from campus due to prohibitive living costs.

CFW recognizes that TAPS has planned to make some changes to address parking issues such as reducing the number of C permits, reallocating A/B permits in North Remote, adding medical spaces in Science Hill, expanding East Remote from 190 to 250 spaces, and expanding Kresge College parking. However, the impact of these proposed changes is small on the grand scale of current needs. Since transportation services continue to be cut and the student population continues to increase, a much more robust vision for meeting transportation and parking needs on our campus is needed. CFW would like the ACCTP and TAPS to work together to create a proactive vision. We hope that the focus will not solely be on budget restraints or debt, but on mapping services to needs in a financially sustainable way. CFW plans to consult with Dan Henderson, Director of TAPS in the Fall of 2020.

Healthcare

CFW has continued to monitor healthcare at UCSC. There are three serious issues of concern, 1) access, 2) cost, and 3) inclusiveness of care.

There are three primary options to access healthcare in Santa Cruz County, HealthNet HMO accessed through Physicians Medical Group (PMG), Kaiser Permanente HMO, accessed through Kaiser doctors, and the UC Care PPO through Palo Alto Medical Foundation (PAMF). Kaiser Permanente has been making inroads into the county starting in 2017, primarily taking patients from HealthNet. This plan is somewhat limited as one must go to the Kaiser Hospital in Watsonville to access the full range of services. While PAMF has served the campus community well, there has been a consistent threat of losing our relationship with them, with two protracted negotiations in the last four years. The loss of PAMF access would be catastrophic as PMG and Kaiser could not possibly absorb the number of patients and the campus would lose its only PPO option, a healthcare model that is preferred by faculty and staff who need better access to specialists and pediatricians. Many patients also appreciate that PAMF has better urgent care and weekend appointment options.

The access issue is complicated by the cost issue. The UC Care PPO is notably more expensive than the HealthNet and Kaiser HMOs and has seen major rate increases since its inception. This has resulted in fewer enrollments and thus higher costs--a classic “death spiral”. This forces many faculty who desire a PPO or to keep their current doctors to pay extremely high premiums, and those who shift to HealthNet and Kaiser have difficulty finding doctors due to oversaturation.

Living in Santa Cruz is already an expensive proposition and higher premiums compound that problem.

CFW continues to insist that an affordable relationship with PAMF is necessary. As UC Care increasingly seems unable to provide this, we ask that UCSC independently consider other healthcare plan options to maintain this access.

A final concern is UCSF's continued desire to partner with Dignity Health. While such an affiliation initially appears desirable by bringing UC Health Center style care to Santa Cruz, the affiliation is problematic as Dignity is a Catholic hospital and does not guarantee full access and healthcare to all individuals for religious reasons. In August of 2019, a task force was convened by President Napolitano to study this issue and give policy recommendations, the Working Group on Comprehensive Access (WGCA). As of this report, the WGCA has been unable to come to an agreement on the issue[7]. In 2018-19, CFW discussed the proposed affiliation and endorsed the UCFW position on this matter that "no unit of the UC should affiliate with a health care system that prohibits care for anyone."[8] Additionally, CFW also agreed with the interim report of the UC Non-Discrimination in Healthcare Task Force[9] which makes clear that those who would preclude the provision of care for non-scientific reasons do not reflect or embody UC's mission or values. The 2019-20 CFW committee continues to stand by these statements.

Retirement

Pathways to retirement

CFW reviewed the draft proposal for a *UCSC Pathways to Retirement Program* developed by VPAA Lee's office. Modelled on existing programs at several UC campuses, the program would provide infrastructure to smooth the transition to retirement for faculty and departments. Under the program, faculty would enter into a binding contract which commits them to retire within a fixed period, in exchange for benefits intended to incentivize retirement. For departments and divisions, this arrangement would facilitate future planning. Negotiated benefits might include a reduction in teaching in the year preceding retirement and recall to teaching in the year or two following retirement. The program would include a *faculty liaison* who is available to meet confidentially with faculty considering retirement and to advise on the elements of the contract. CFW supported the proposal and suggested that it be implemented on a trial basis with evaluation of the program after three years.

Retiree Healthcare

A popular HMO health plan for retirees (*HealthNet Seniority Plus*) was eliminated for 2019-2020 and replaced by *UC Medicare Choice,* a Medicare Advantage PPO administered by United Healthcare. The new plan has a $00.00 premium, making it attractive to Emeriti, especially

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7 https://www.universityofcalifornia.edu/sites/default/files/WGCA%20Chairs%20Report%20and%20Responses%201.28.20.pdf

8 UCFW to May, Re: Possible Affiliation Between UCSF and Dignity Health

9 Interim Report of the UC Academic Senate UC Non-Discrimination in Healthcare Task Force, April 2, 2019

because the premiums for the *UC Medicare PPO* plan (administered by Anthem Blue Cross) rose substantially this year. It is too early to evaluate UC Medicare Choice, but it will be important to assess how well it is serving UCSC emeriti and retirees after a few cycles.

Partner Hire Resources

The ability of partners of faculty members to find satisfactory employment is a necessity in attracting and retaining top faculty, particularly given the local housing market and high cost of living. One way the campus can effectively increase household income is to help partners of faculty members find the best jobs they can. A survey[10]of 9,000 full-time faculty at 13 leading U.S. research universities by the Clayman Institute found that 72% of faculty have employed partners, and 36% of faculty have academic partners, making partner employment critical to recruiting. Among the key findings, this report also highlights couple hiring as a potential method to increase faculty diversity.

This year CFW reviewed the University's proposed Forward Funding Model for Faculty Partner Hires[11]. CFW views the proposed model as a very positive step forward in recruitment and retention of high-quality faculty. However, CFW requested clarification and justification of the disparity between inter- and intra-divisional funding, in particular, the reasoning behind the allocation of "up to five years" of central funding for interdivisional hires, and "up to two years for appointments that occur within the same division". Noting that two years may not be enough time for departments who don't have upcoming FTE growth on the docket or a slated retirement, CFW contends that justification for this discrepancy should be clearly articulated in the plan.

While the Forward Funding Model is a positive step it will only help in special cases of dual academic couples, and CFW advocates for additional resources to assist faculty in securing employment for their partners in addition to the Forward Funding plan and Higher Education Recruitment Consortium (HERC) resources that are available. Members understand that there has been resistance to adopting and maintaining a partner contact list to aid faculty and their partners in learning more about specific employment fields in our area. CFW continues to call on the Administration to find additional low-cost resources to assist faculty with dual career needs.

CFW is very grateful for the support of members of APO and HERC on this important issue for faculty. We note that HERC was contacted with two inquiries surrounding partner hires this past year, though we do not know the outcome of those contacts.

COVID-19 Impacts

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[10] Schiebinger, L. L., Henderson, A. D., & Gilmartin, S. K. (2008). Dual-career academic couples: What universities need to know. Michelle R. Clayman institute for gender research, Stanford University. https://gender.stanford.edu/sites/g/files/sbiybj5961/f/publications/dualcareerfinal_0.pdf

[11] McGuire to Lau, 5/12/20, Re: Revised Forward Funding Model for Partner Hires

Teaching and research

The 2019-2020 CFW committee acknowledges that the unprecedented steps taken to prevent the spread of COVID-19 are necessary, but raised concerns that their impacts on teaching and research will seriously degrade tenure and promotion cases, especially for junior faculty, and that these effects will continue far beyond the current crisis. In spring 2020, the committee submitted a letter to the Senate Executive Committee (SEC) and encouraged SEC to hold an active discussion on the following concerns and suggestions.[12]

The letter acknowledged that the most visible impact on faculty is the unavoidable transition to distance learning. Every class had to be redesigned to work appropriately online, creating an additional burden in the often chaotic transition from winter to spring quarter, and now further into fall. This additional workload is not evenly spread across instructors as some classes can make the transition more easily than others. Overall, there is a sad acknowledgment that the quality of instruction will inevitably suffer despite the incredible effort by our instructors.

The committee was also concerned about the extensive impacts on research productivity. In particular, laboratories and studios are shut down, in-person human subject research is halted, field research trips are cancelled, archives are unavailable, and galleries and performance venues are shuttered. The foreseeable impact will be profound for faculty across ranks, and it puts our junior colleagues in a very precarious position even with protocols of research ramp-up and campus reopening in place in the future. Moreover, faculty early in their career are very dependent on travel to conferences, workshops, and colloquia for professional development and for establishing their professional reputation. All of these are on hold for the foreseeable future. These impacts of the pandemic are not evenly spread among the faculty, and faculty caregivers, especially those with children, must deal with the closure of schools and daycare facilities and the loss of time previously committed solely to teaching, research, and service. These burdens too often fall disproportionately on female faculty members.

Furthermore, while faculty jobs are secure for the moment, most households rely on two incomes due to the high cost of living in Santa Cruz, and the ongoing, massive increase in unemployment due to the pandemic will result in financial distress for some of our faculty whose partners are furloughed or laid off. The systemwide furloughs that are almost certain to come will only aggravate this situation, as will likely increases in health insurance premiums caused by the stress to the healthcare system.

We also stressed that the difficulties caused by the pandemic are not only acute, but are likely to be felt for a considerable time. A loss of months of productivity, acutely so for summer months or into fall quarter, is extremely damaging, and could be catastrophic for junior faculty. And while effects such as laboratory closures are easy to document, others, such as loss of productive time,

[12] McGuire to Lau, 4/17/20, Re: COVID-19 and Faculty Welfare

are less visible and disproportionately affect faculty with children. We urged the campus that planning for these eventualities should begin immediately, recognizing the future inequities that will emerge from the crisis.

To this end, we suggest a few policies and practices we hope the Administration takes under consideration.

Tenure and Promotion

- Decreasing the focus on Student Experience of Teaching surveys (SETs) as the primary mode of teaching evaluation during distance-learning quarters
- Pausing the tenure clock for seriously affected junior faculty
- Consider adjusted requirements for tenure and promotion, based on individual impacts

Financial Impacts

- Supplementing salaries for junior faculty if furloughs are required
- A commitment from the Administration and the housing office to ensure that no one will be evicted from the University's rental housing nor will they be seriously indebted due to rent burden during the COVID response interval

Mitigating Future Impacts

- Organize a joint Senate and Administration task force to address potential inequities in promotion and salary resulting from the current pandemic due to distinct impacts
- Commit to the construction of the childcare facility and emergency care for dependents
- Commit to the construction of RV2 in the near term
- Prioritize impacted departments for near-term hires if disproportionate impacts occur
- Continued support of staff positions. The previous recession saw a serious reduction in staff positions that never fully recovered; this seriously affects faculty productivity and the smooth running of departments

Working Caregivers

In August 2020, members of CFW held an informal emergency meeting to discuss the concerns of working caregivers. This was spurred by the decision by local elementary schools to go remote for fall instruction due to COVID-19. The committee was concerned with the inadequate response by the administration to the immediate, acute problems faced by faculty having to juggle child- and elder-care with work responsibilities. These problems tend to affect female faculty and faculty from underrepresented backgrounds disproportionately. The meeting resulted

in a letter[13] to the Chancellor and VP/EVC describing the concerns and offering a few remedies. Receipt of this letter was acknowledged, though it was received during the CZU Lightning Complex fire emergency and subsequent evacuation of the campus.

Acknowledgments
The committee would like to thank those who consulted with and/or provided information to the committee this year: Interim CP/EVC Lori Kletzer, VCBAS Sarah Latham, AVP Grace McClintock, AVC Sue Matthews, Committee on Academic Personnel (CAP) Chair Lynn Westerkamp, Employee Housing and Capital Planning Director Steve Houser, Employee Housing Manager Jennifer Talusan, and UCSC Health Care Facilitator Marianne McIvor.

Respectfully submitted;

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Vilashini Cooppan (F&S)
Gabriel Elkaim (W&S)
Tesla Jeltema (W&S)
Thorne Lay
Nico Orlandi
Jennifer Parker (F&S)
Su-hua Wang
Judith Aissen, *ex officio*
Grant McGuire, Chair

August 31, 2020

[13] McGuire to Chancellor Larive and VP/EVC Kletzer, 8/24/20, Re: Addressing the Needs of UCSC Working Caretakers