

Committee on Faculty Welfare Annual Report, 2017-18

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 Committee on Emeriti Relations (CER), the Senate Executive Committee (SEC), and the Systemwide University Committee on Faculty Welfare (UCFW).

CFW's work in 2017-18 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) a new faculty salary study centered on the question of equity across gender, ranks, and race at UCSC, and
- (2) a close engagement with Campus Administration on the rapidly evolving development of a childcare facility on campus.

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

Faculty Salaries

CFW annually reviews faculty salary comparative data and recently finalized its analysis of faculty salaries on the most recent data available, comparing UCSC with the other UC campuses. The committee's latest analysis was completed in spring 2018. The data used in the analysis correspond to the October 2016 payroll extract in the UC Office of the President Corporate Data Warehouse as provided to CFW on February 2, 2018 by the office of Assistant Vice Provost of Academic Personnel (AVP) McClintock. As in previous years, this data set does not include professional schools, and it does not reflect all 2016-17 personnel actions, nor the July 1, 2017 academic salary plan. The data contained salary information on 7,567 faculty members from all campuses except UC San Francisco, a primarily medical campus. Of these faculty, 1,593 were on the Business, Economics and Engineering (BEE) scale, and 5,974 were on the regular (REG) scale.

In addition to the comparative study across the UC system, this year a central focus of CFW's analysis was salary equity across gender, ethnicity, and academic affiliations within the UCSC campus (CFW did not receive any system-wide data which included gender, ethnicity, and academic affiliations). The data set we used for this analysis reflects UCSC salaries as of the academic year 2017-18, and includes recent retention reviews data.

This year's CFW salary analysis was structured as follows: we started with a critical review of the Annual Report of Faculty Salary Competitiveness from the Academic Personnel Office¹ (APO), and made four recommendations for future APO salary competitiveness studies; we then

¹ <https://apo.ucsc.edu/advancement/data-and-reports/index.html>

presented our equity study, which comprises three sections: (1) ethnicity and gender salary and salary growth gaps; (2) the role and equitability of retention actions as they impact salaries and salary growth; and (3) salary and salary growth equity across academic divisions and departments.

FACULTY SALARIES ANALYSIS: EXECUTIVE SUMMARY

Finding 1: UCSC salaries continue to lag behind system-wide levels, up to 8.5% for Above-Scale professors on the REG scale. The gap between UCSC median salaries and UC systemwide salaries increased compared to last year, even though the (original, uncurtailed) Special Salary Practice (SSP) was still in place for 2016-17 personnel actions. CFW anticipates that with the drastic changes and reduction in scope for the SSP, salary gaps will continue to grow. The situation is dismal for the top 25% and even worse for the top 10% at a given rank/step, and, when considering cost of living, makes UCSC salaries largely non-competitive even just compared to our sister UC campuses. CFW advises future APO analyses to: (1) Eliminate the misleading and inappropriate use of and comparison to 7-campus medians; (2) Include Above Scale faculty salaries; (3) Factor in estimates of cost of living; (4) Include a comparison to past years' figures.

Finding 2: UCSC faculty salaries have a “gender gap” of -10.4%, or \$14,648/yr and an “ethnicity gap” (non-white versus white) of -11.8%, or \$16,683/yr. Faculty at higher ranks and steps and with longer tenure at UCSC are increasingly less diverse both in gender and ethnicity, which explains in part the aggregate salary gaps. CFW finds a significant and persistent gender gap at the Assistant Professor rank (5.7% or \$5,655/yr) and at the Full Professor (6-9) rank (4.3%, or \$7,710/yr). Salary growth did not show a significant gender or ethnic bias.

Finding 3: CFW's study indicates the highly significant role that retention actions play in affecting overall compensation. Faculty who had a retention review have significantly higher median salaries and annual median salary growth. Given the large gender, ethnicity, and academic affiliation variance in retention actions, salary growth is intrinsically inequitable, for instance disproportionately benefitting male over female faculty members and certain academic divisions and departments and not others. CFW reiterates the recommendation made last year to adopt salary strategies that better reward and compensate meritorious faculty within the normative personnel action path such as an enhanced version of the Special Salary Practice.

Finding 4: UCSC exhibits a strong correlation between low average salaries and the representation of female faculty in a given department, but no such correlation exists in salary growth or based on ethnicity (white versus non-white faculty fraction by department); CFW finds that the Arts division has a systematically low promotion rate, resulting in a low salary growth; CFW did not find evidence for promotion growth bias based on gender or ethnicity at UCSC.

COMPARISON OF UCSC MEDIAN SALARIES TO SYSTEM-WIDE SALARIES

The January 2018 “Annual Report of Faculty Salary Competitiveness”, prepared by the UCSC Academic Personnel Office² serves “*to monitor progress toward the two goals outlined in the Joint Task Force Report³, namely:*

- 1) *to raise the median off-scale dollar amount at UCSC to the median off-scale amount at the next lowest campus-- then UC Davis-- by July 1, 2009; and*
- 2) *to raise UCSC’s median faculty salary to the UC systemwide (9-campus) median by July 1, 2011.”* The report subsequently indicates that “*Since the 2008 Task Force Report, ‘off-scale dollars’ has become increasingly unreliable as a measure of salary competitiveness*” and that, as a consequence the report “*now focuses on overall faculty salary median, with the understanding that the variation between campuses is a result of differing practices and mechanisms to increase the off-scale components.*”

Additionally, the report specifically indicates (despite its title) that it “*does not address issues of faculty salary market competitiveness*”, including not addressing the issue of cost of living, which was a core focus of CFW’s analysis last year. The report separately considers the Regular scale (REG) and the Business, Engineering, Economics (BEE) Scale.

CFW respectfully advises future salary analysis to:

1. **Eliminate the misleading and inappropriate use of and comparison to 7-campus medians.** There is no rationale at all in excluding UCLA and UCB from salary comparison, as already emphasized in CFW’s 2016-17 Annual Report.⁴ First, it is important to note (as also noted in CFW’s Faculty Salary Analysis last year⁵) that both UCLA and UCB are coastal/city campuses, with cost of living similar (and, in fact, by all three measures considered by CFW’s analysis last year, *lower!*) to Santa Cruz. Second, our campus systematically uses cross-campus equity (including UCB and UCLA) as a metric for the UC-wide system to aspire to (e.g., non-resident student enrollments, re-benching, student aid, admissions standards, etc.). Third, Senate (Senate Executive Committee and CFW) reports commenting on and assessing the Special Salary Practice/Merit Boost Plan have, since inception (Senate-Administration Task Force on Faculty Salaries Report, September 10, 2008), insisted on the need to pursue the 9-campus median as a necessary goal of the program. CFW reiterates that continuing to offer comparisons to 7-campus medians is misleading and inappropriate, and should be eliminated from future analysis and disregarded in evaluating the findings of this year’s APO faculty salary study.
2. **Include Above Scale faculty salaries.** Approximately 8.5% of all Senate faculty are Above Scale, with similar numbers at other UC campuses. These faculty are obviously a very active and important component of our faculty. There is no rationale at all for

² UCSC Academic Personnel Office Annual Report of Faculty Salary Competitiveness, January 2018

³ Senate-Administrative Task Force on Faculty Salaries Report, September 10, 2008

⁴ Committee on Faculty Welfare, Annual Report, 2016-17

⁵ Committee on Faculty Welfare Faculty Salary Analysis Academic Senate Report, January 2016

factoring out these faculty members based on the fact that their salaries are Above Scale, especially in view of the fact that a very small fraction of salaries have no off-scale compensation, making any reference to on-scale salaries fairly meaningless. We strongly urge future APO studies to include above-scale salaries.

3. **Include estimates of cost of living.** A study titled “Report of Faculty Salary Competitiveness” that explicitly mentions that it does not “address issues of faculty salary market competitiveness [and] cost of living” is of very limited use. CFW is of the opinion that any meaningful and useful (to both faculty members and the administration) faculty study must include an assessment of cost of living, as critical decisions such as new hires and retentions obviously do. There is no merit or usefulness in comparing dollar-to-dollar salaries across campuses where cost of living differs by up to around 30%, the difference between cost of living in Santa Cruz and Merced.⁶
4. **Include a comparison to past years’ figures:** The APO analysis fails to compare faculty salary gaps between UCSC and UC system-wide medians now versus past years.

CFW decided to address some of the shortcomings listed above in the present section of our salary analysis. Figure 1 focuses on the REG scales, and compares the median salary gaps at given ranks and steps between UCSC and UC-system medians. Unlike what the APO study states, gaps are larger than 3% (the gap for above-scale faculty is at 8.5%, or almost \$17,000). Additionally, with the exception of Associate and Professor 6-9, the gap between UCSC and UC-wide median salaries is widening, even though the Special Salary Practice (SSP) was still in place for 2016-17 personnel actions. CFW anticipates that with the drastic changes and reduction in scope for the SSP, salary gaps will continue to grow (as CFW’s study last year, comparing historical trends before and after the institution of the SSP at UCSC, had predicted).

The situation is markedly worse with the high-end salaries (75th and 90th percentile, corresponding to the top 25% and 10% salaries at a given rank/step). We note that none of these salary comparisons include cost of living, and that our analysis last year indicated that including cost of living places UCSC salaries gaps at the 10% or greater level. UCSC salaries therefore continue to not be competitive with salaries at other UC campuses, and the drastic reduction of the scope of the SSP goes in the opposite direction to addressing this critical strategic issue.

Fig. 2 shows the same analysis for the BEE scale. Here, the trend compared to the previous year is not as bad, but salary gaps continue to exist, especially above scale and for the higher percentiles.

⁶ Committee on Faculty Welfare Faculty Salary Analysis Academic Senate Report, January 2016

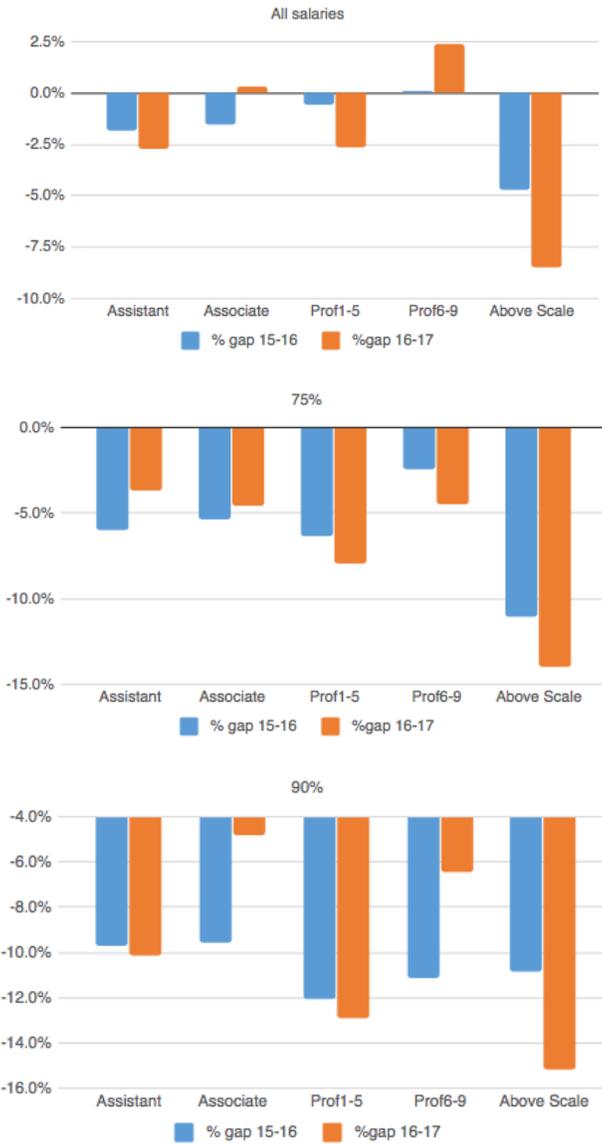


Figure 1: Comparison between 2015-16 (blue) and 2016-17 (orange) median salary gaps for UCSC versus UC system-wide medians at a given rank/step, for all salaries (top), the highest 25% salaries at a given rank/step (middle) and the highest 10% salaries (bottom) for the REG scale

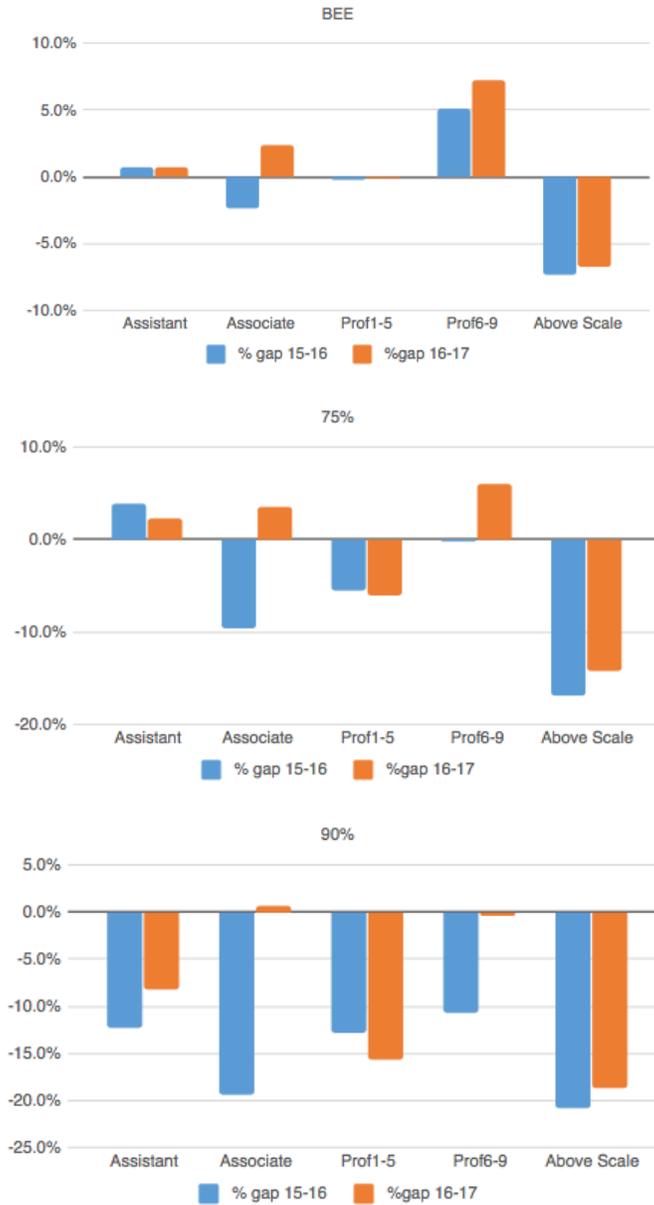


Figure 2: As in fig.1, but for the BEE scale

SALARY EQUITY STUDY: (1) ETHNICITY AND GENDER

CFW analyzed data provided by the APO on November 29, 2017⁷, and December 7, 2017⁸, which included data on ethnicity, gender (M/F), initial hire date and rank/step, initial hire salary, 2017-18 rank, step and salary, departmental affiliation, and an (incomplete) list of 141 successful-only retention reviews, limited to retentions from 2000-01 onward. The data referred to a total of 580 faculty members.

With the intent of analyzing possible salary inequities on the basis of ethnicity, CFW simplified the ethnicities to six categories: Unknown (16), Native American (9), Black (18), Latinx (53), Asian (140), and White (380); CFW also considered the breakdown of White (380) versus non-White (the remaining 200) faculty members.

Considering all salaries, thus the aggregate of REG and BEE salary scales, CFW finds that as of 2017-18 UCSC faculty salaries have a “gender gap” (defined as the difference between the average salary of female faculty members minus the average salary of male faculty members) of -10.4%, or \$14,648/yr; CFW also finds that UCSC faculty salaries have an “ethnicity gap” (defined as the difference between the average salary of non-white faculty members minus the average salary of white faculty members) of -11.8%, or \$16,683/yr (see figure 3).

Aggregate salary gaps do not compare faculty salaries for faculty members with the same length of appointment or rank/step. The demographics of UCSC faculty is highly skewed, as we illustrate in figures 4 and 5. Figure 4 illustrates the fraction, at a given rank/step, of non-white (blue columns) and of female (red columns) faculty members. Figure 5 shows the fraction, at a given rank/step, of white male faculty members. The figures portray the fact that faculty at higher ranks and steps and with longer tenure at UCSC are increasingly less “diverse” both in gender and ethnicity. This explains in part the aggregate salary gaps. The trend of growing diversity at lower faculty ranks indicates that campus efforts to increase diversity are delivering statistically significant results.

Breaking down the ethnicity and gender gap by rank/step, CFW found that there is no significant ethnicity salary gap (with the possible exception of the Associate professor rank), while there is a significant, persistent gender gap, especially and worrisomely at the Assistant Professor rank (5.7% or \$5,655/yr) and at the Full Professor (6-9) rank (4.3%, or \$7,710/yr). CFW strongly suggests further study of this gender gap, especially at junior ranks.

A critical measure of salary equity is salary growth. CFW studied (figures 8 and 9) the average annualized salary growth at a given rank/step for, again, white versus non-white faculty (fig. 8) and for female versus male faculty (fig. 9). CFW finds that salary growth is lower for the Assistant, Associate, and Full (5-9) Professor ranks for non-whites compared to whites; CFW also finds that female faculty salaries, on average, grow on par with male faculty salaries, with the possible exceptions of the Associate and Above Scale Professor ranks.

Finally, fig. 10 and 11 break down average salaries and average salary growth at given ranks and

⁷ McClintock to Profumo, 11/29/17, Re: CFW: Data Request

⁸ De La Garza to Profumo, 12/07/17, Re: CFW Data Request – Additional Info

steps by ethnicity. CFW did not identify statistically significant correlations between ethnicity and either salary or salary growth at a given rank/step.

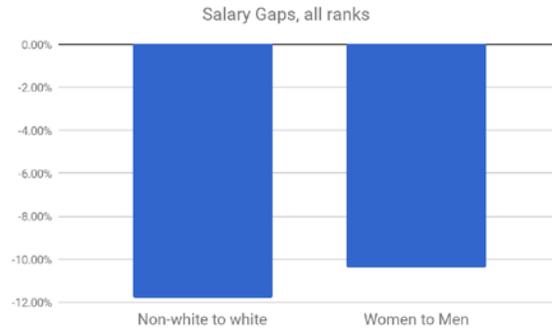


Figure 3: Aggregate faculty salary “gaps” by ethnicity (average non-white minus white faculty salaries at all ranks and steps) and by gender (average female minus male faculty salaries at all ranks and steps)

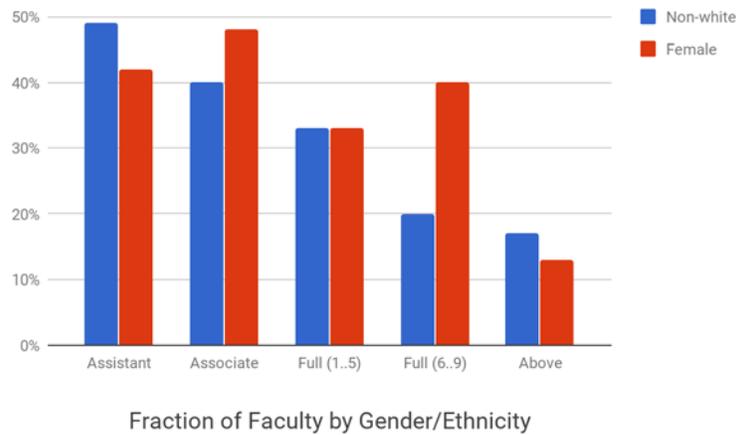


Figure 4: Fraction of non-white (blue columns) and of female (red columns) faculty members at a given rank/step (UCSC, 2017-18)

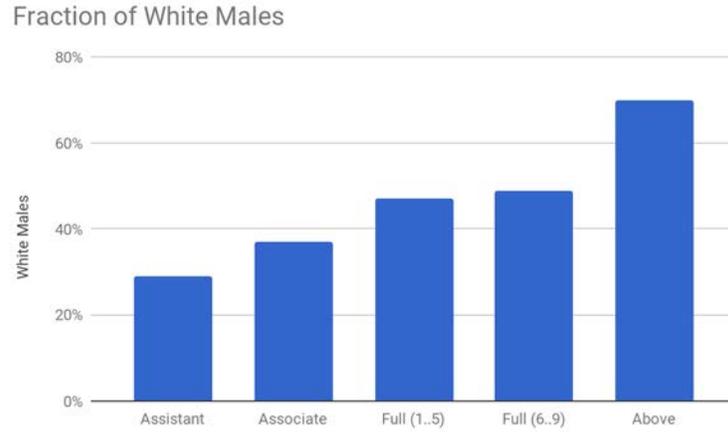


Figure 5: Fraction of white male faculty members at a given rank/step (UCSC, 2017-18)

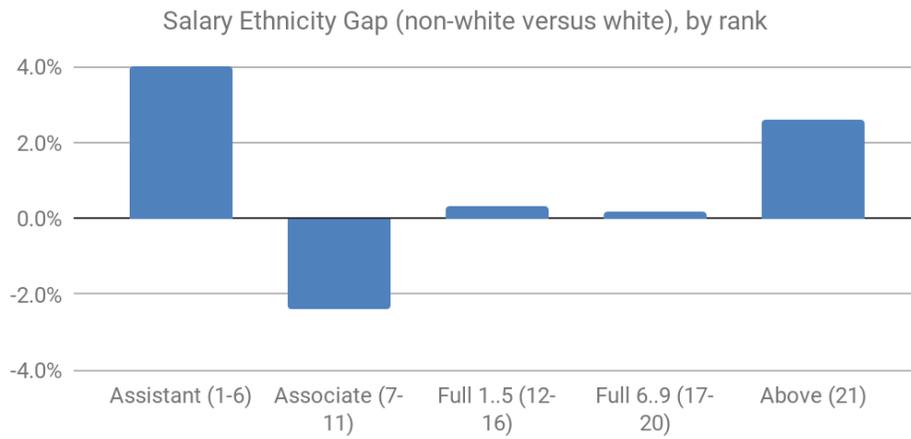


Figure 6: Salary “ethnicity gap” (non-white versus white faculty members) at a given rank/step (UCSC, 2017-18)

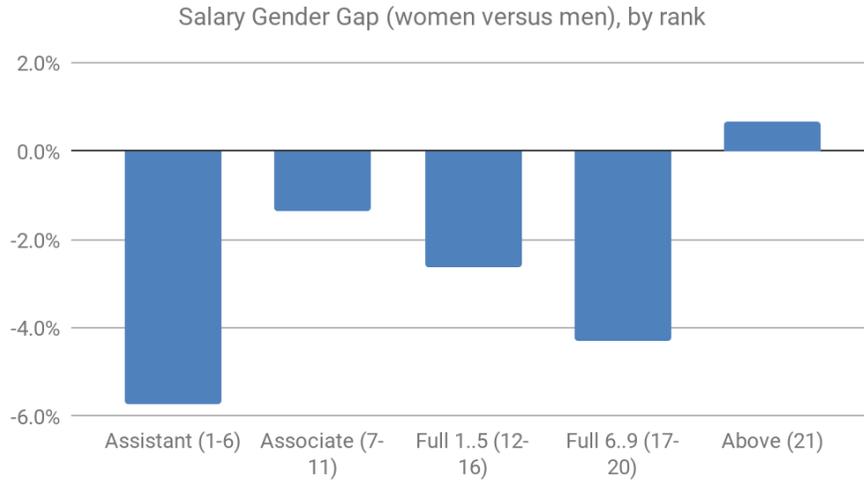


Figure 7: Salary “gender gap” (female versus male faculty members) at a given rank/step (UCSC, 2017-18)

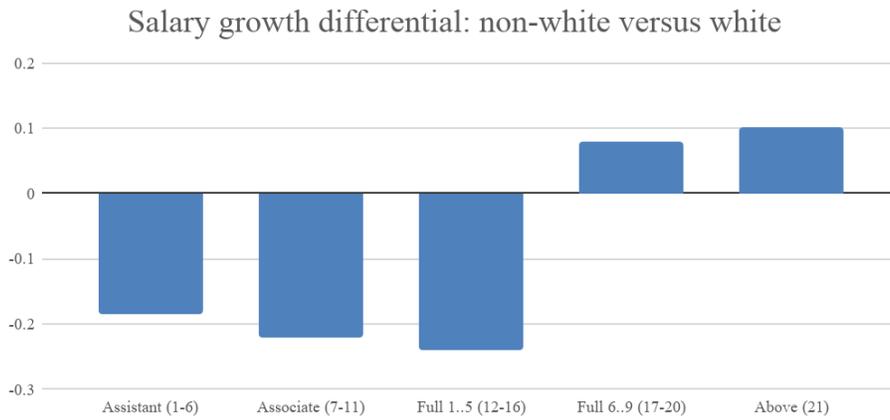


Figure 8: Salary growth differential based on ethnicity (non-white versus white faculty members) at a given rank/step (UCSC, 2017-18)

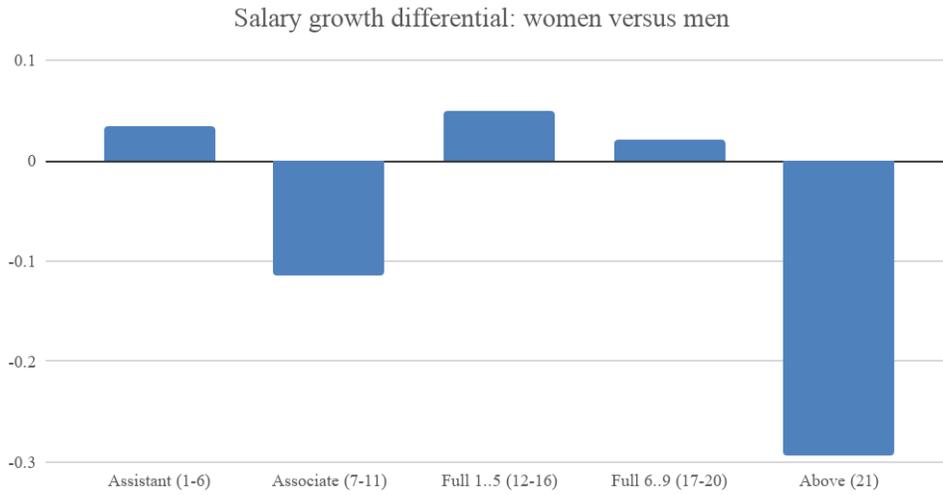


Figure 9: Salary growth differential by gender (female versus male faculty members) at a given rank/step (UCSC, 2017-18)

Ethnicity Salary Gap Comparison

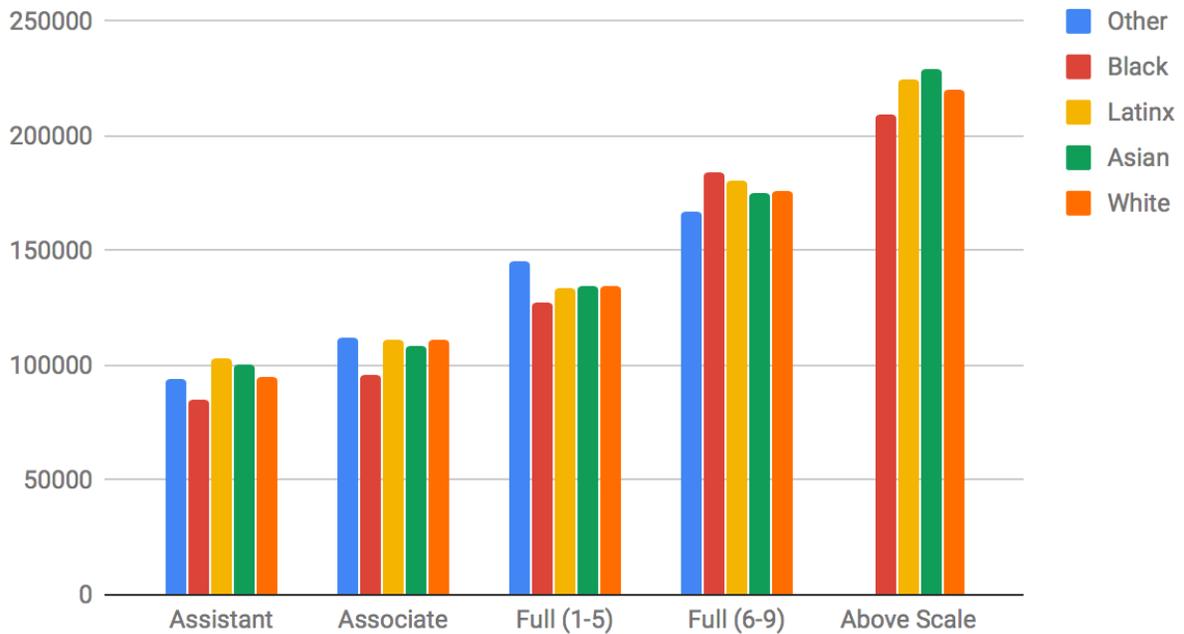


Figure 10: Average salary by ethnicity, at a given rank/step (UCSC, 2017-18)

Ethnicity Salary Growth Comparison

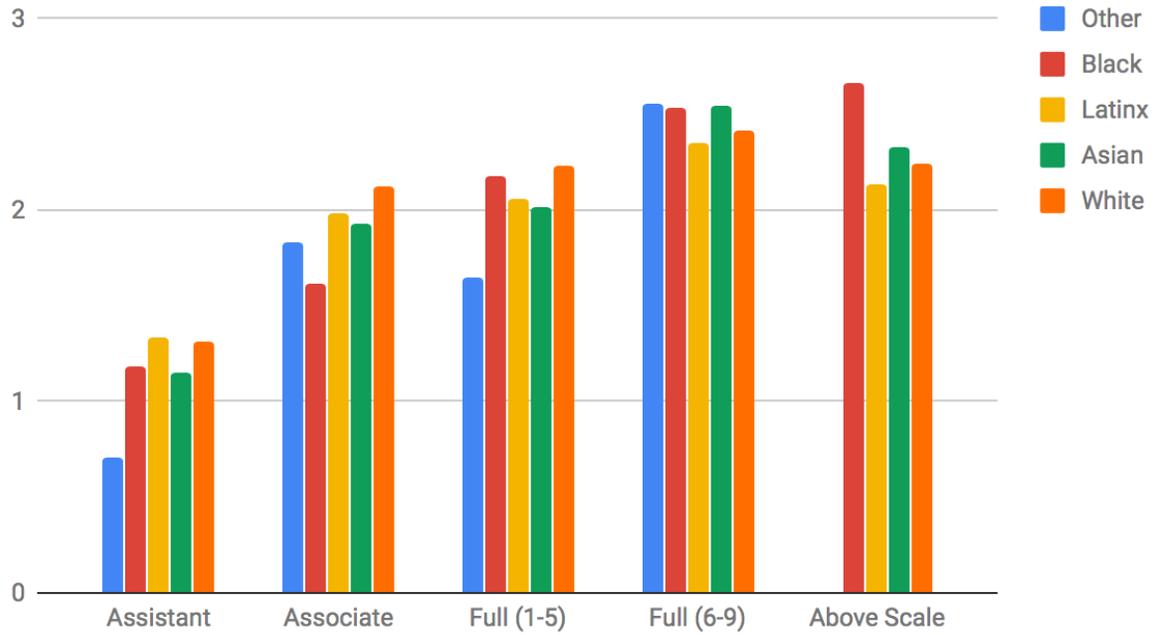


Figure 11: Average salary growth by ethnicity, at a given rank/step (UCSC, 2017-18)

SALARY EQUITY STUDY: (2) RETENTION ACTIONS

CFW received data from APO on retention reviews which were limited to (i) reviews occurring on or after the academic year 2000-01, and (ii) successful reviews (i.e. reviews that did not lead to separations). Through the anonymous faculty ID available on the retention review database, CFW correlated retentions with a variety of metrics, including academic division (fig.12). CFW notes that the number and rate of retention reviews differ greatly among divisions. For example, the ratio of the total number of retention reviews by number of affiliated faculty in a given division varies from 9.3% in the Humanities to more than double, 19.0%, in the Social Sciences (fig.13). Additionally, CFW finds that significantly more male faculty (52 retention reviews since 2000-01) than female faculty (27 retention reviews since 2000-01) have had retention reviews recently, even expressed in number of retention to total number of faculty members of a given gender (14.5% versus 12.2%, see fig.14).

Faculty who had a retention review have significantly higher median salaries (fig. 15) and annual median salary growth (fig .16) than the figures associated with any ethnic group on campus, and higher median annual salary growth than faculty affiliated with any division (fig. 17). Finally, CFW finds a very high correlation between the fraction of faculty members who had a retention review in a department, by department, and the annual average salary and average salary growth (fig. 18). In other words, the frequency of retention actions in a department is strongly correlated with how quickly average salaries grow, and how large salaries are in that department.

CFW's study indicates that the very significant role that retention actions have in affecting overall compensation and salary growth is largely and intrinsically inequitable, as it disproportionately benefits (i) male over female faculty members, (ii) certain academic divisions and departments and not others, and (iii) it bypasses the comprehensive personnel review criteria for rank and salary growth that other faculty are subject to. CFW reiterates the recommendation made last year to adopt salary strategies that better reward and compensate meritorious faculty *within* the normative personnel action path. One such possible strategy is an enhanced version of the Special Salary Practice, which comparison with our sister UC campuses indicates is necessary both to keep UCSC salaries merely in line with growth at other campuses, and to fill the gap between UCSC and UC-system-wide salaries at the highest percentiles at a given rank/step (see fig.1 and 2 above).

Retention actions are extremely expensive, in terms of (i) time faculty members spend in seeking external offers, (ii) resources needed to match external offers, and (iii) resources needed to replace faculty members who decide to leave UCSC. An aggressive salary practice that better rewards high-performing faculty would both have the beneficial effect of boosting faculty morale, and of reducing the desire of faculty to seek external offers to secure a retention action.

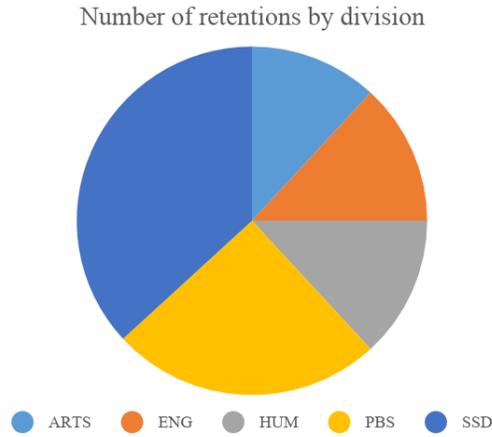


Figure 12: Number of retentions (2000-01 to 2017-18) by division

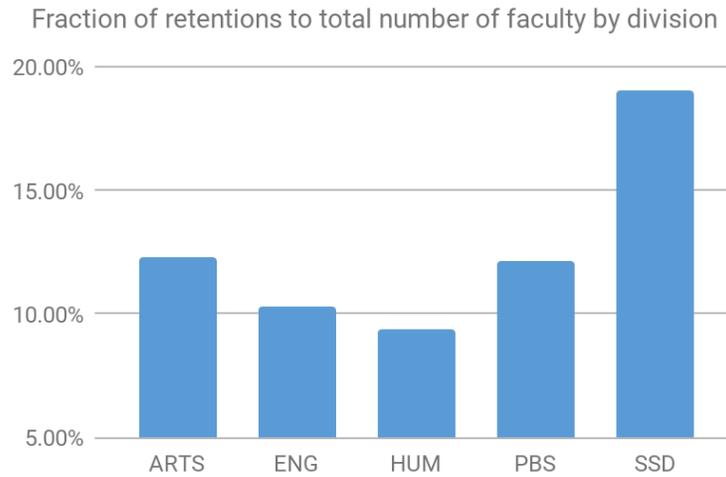


Figure 13: Fraction of retentions to number of faculty (2000-01 to 2017-18) by division

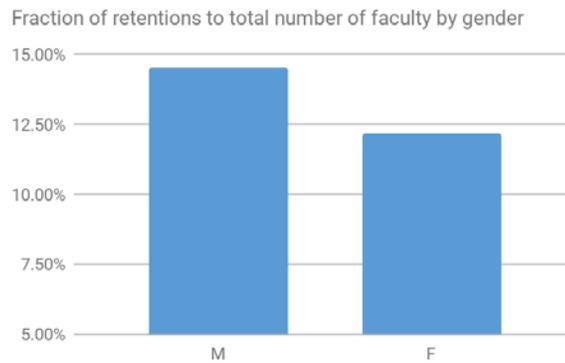


Figure 14: Fraction of retentions (2000-01 to 2017-18) by gender

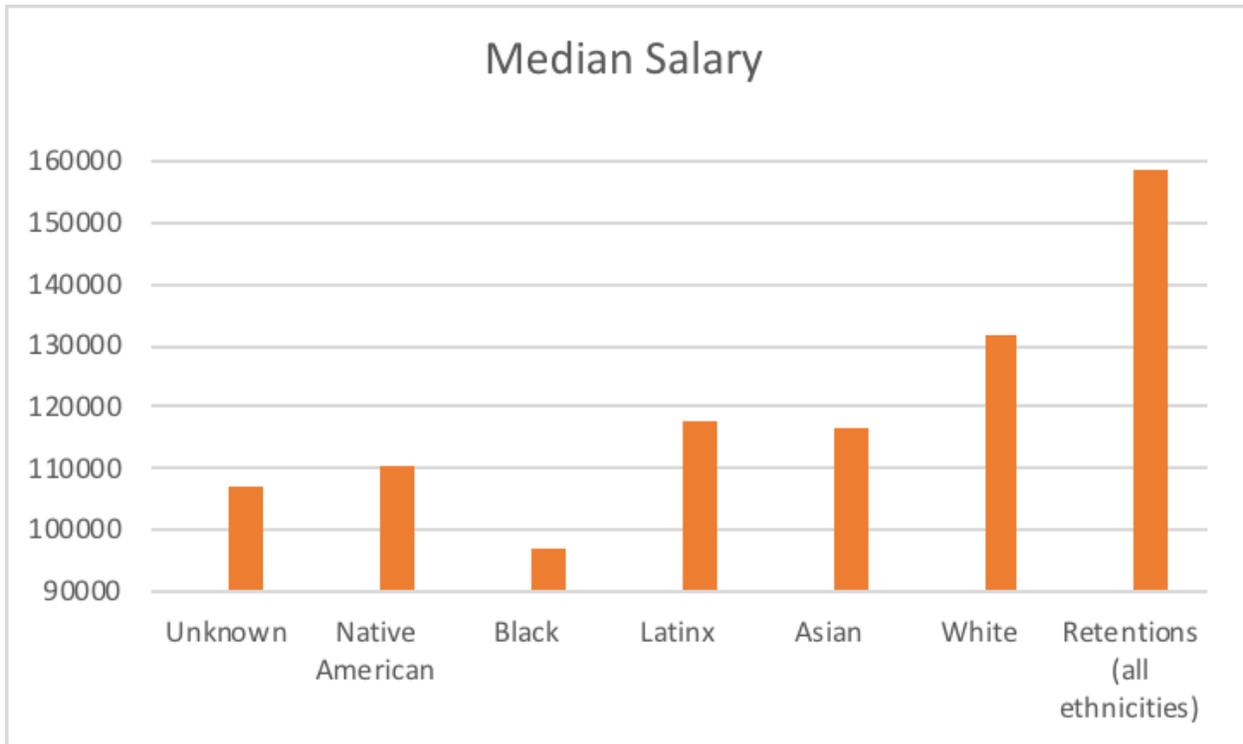


Figure 15: Median salary by ethnicity, plus median salary for faculty (of any ethnicity) with a retention review

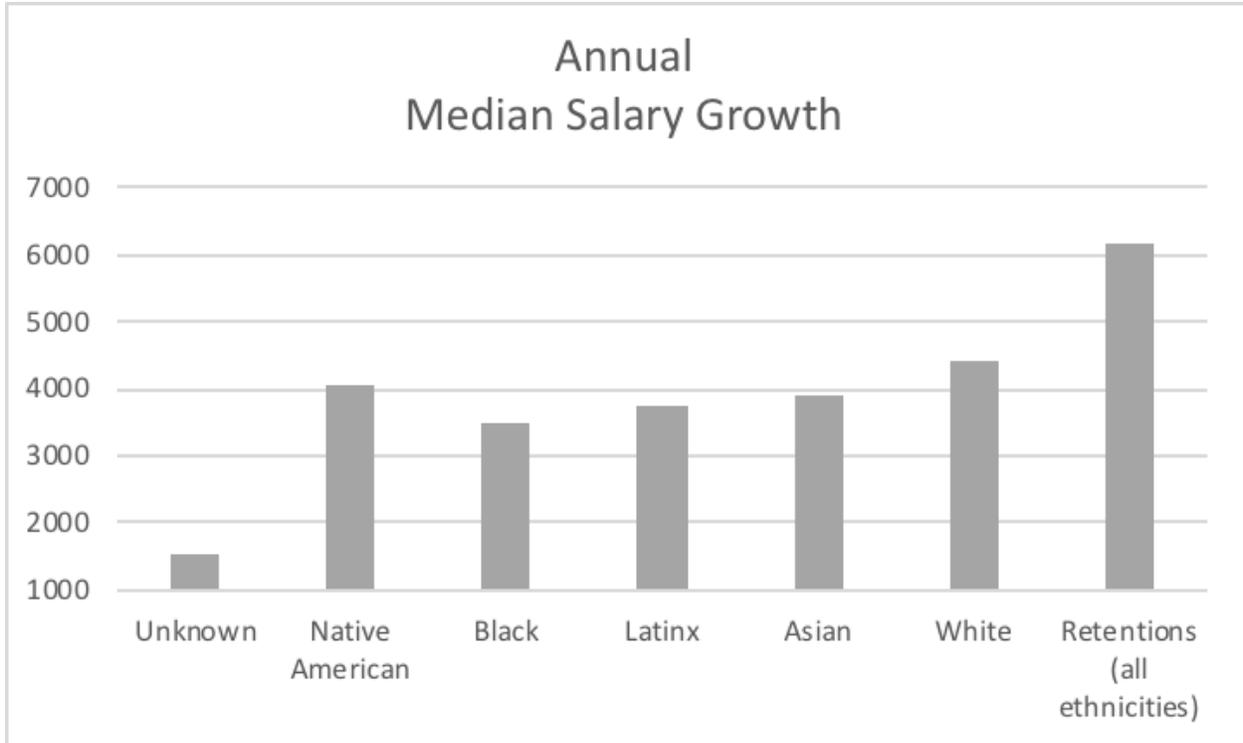


Figure 16: Annual median salary growth by ethnicity, plus retentions

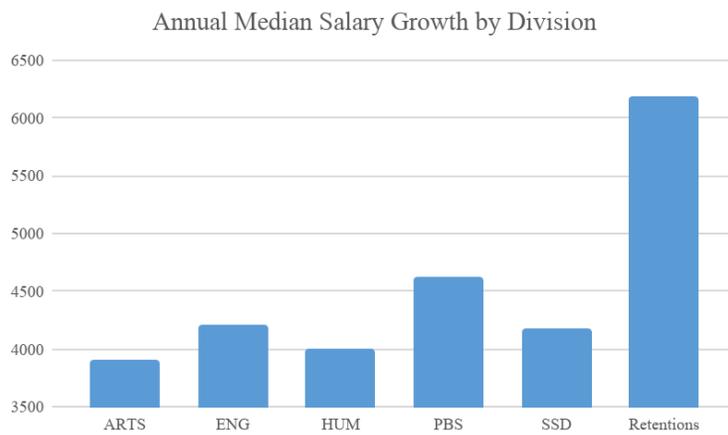


Figure 17: Annual median salary growth by division, plus retentions

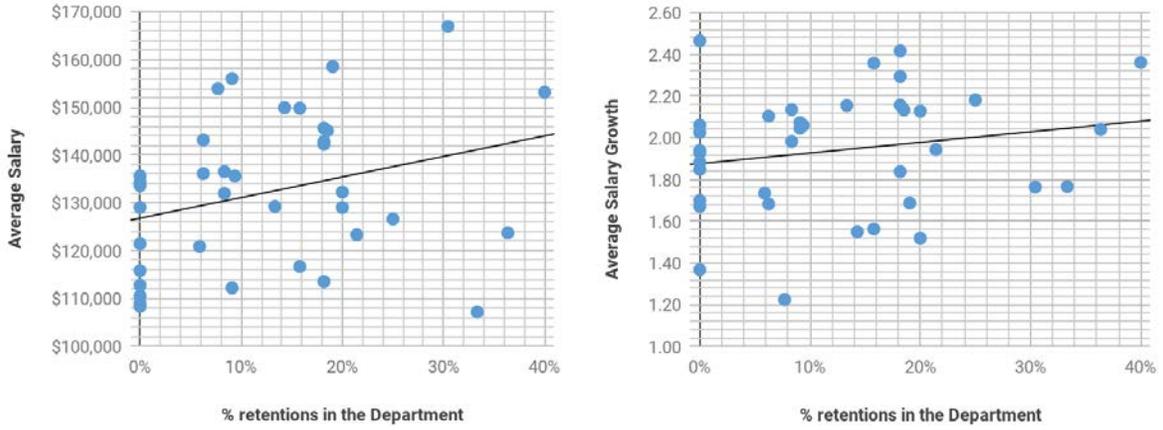


Figure 18: Correlation between the fraction of faculty members who had a retention review in a Department, by Department, and the annual average salary (left) and average salary growth (right)

SALARY EQUITY STUDY: (3) SALARY AND SALARY GROWTH EQUITY ACROSS ACADEMIC DIVISIONS AND DEPARTMENTS

In this section, we focus on salary and salary growth equity at the divisional and departmental level. First, we show in fig. 19 the correlation between the fraction of female faculty in a department and the average salary (left) and average off-scale (right) in that department. While the off-scale has a weak correlation with gender representation, the correlation with average salary is striking: departments with the largest average salaries tend to have fewer female faculty. CFW notes that this likely correlates with what shown in fig. 4 above - female faculty on campus tend to be over-represented at more junior ranks/steps than their male colleagues. To further inspect the finding of figure 19, left, we researched whether there is a correlation at the departmental level between gender representation and salary growth or rank advancement (fig. 20). Our analysis does not find any evidence for such a correlation.

Fig. 21 shows that there is a weak correlation between ethnicity (as represented by the fraction of non-white faculty members) and salaries.

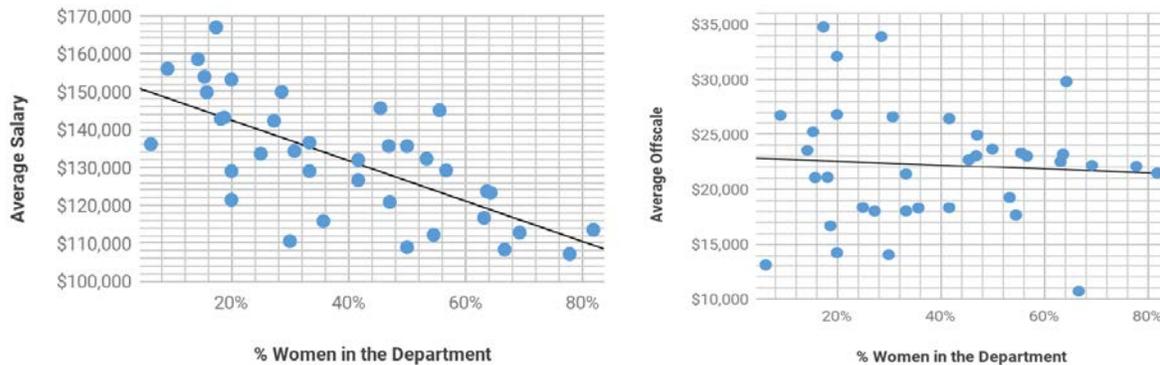


Figure 19: Correlation between the fraction of female faculty in a Department, by Department and the average salary (left) and average off-scale compensation (right).

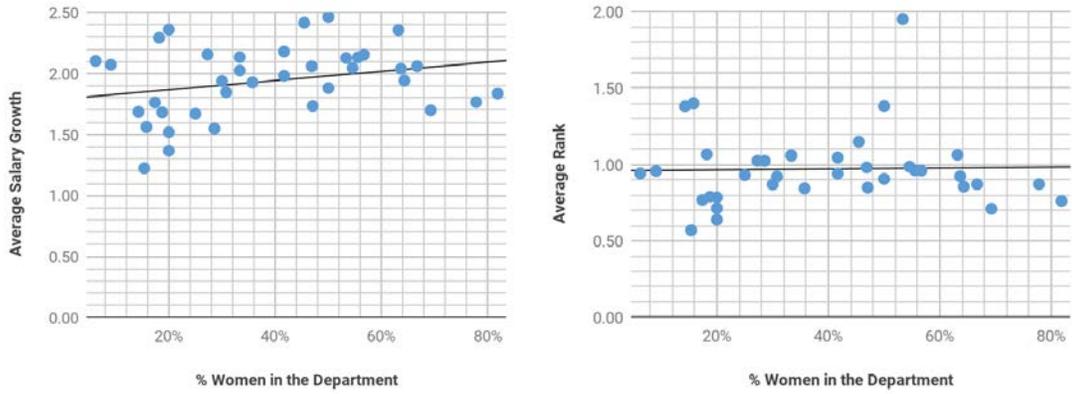


Figure 20: Correlation between the fraction of female faculty in a Department, by Department and the annual average salary growth (left) and average rank growth (right).

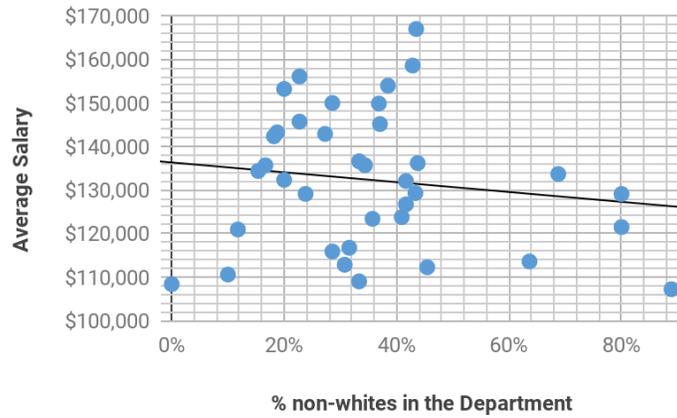


Figure 21: Correlation between the fraction of non-white faculty members in a Department, by Department, and the annual average salary (aggregate for all ranks/steps)

In addition to examining the above factors by salary growth, CFW also examined these factors in comparison to promotion growth. This measure converts the rank and steps to their time (in years) equivalence as shown below. According to this measure, a PG of 1 indicates the standard progression through the ranks, while a value above 1 indicates acceleration with respect to the standard progression.

$$PG = \frac{\text{time equivalence of rank/step (years)}}{\text{years since degree}}$$

Assist 1	Assist 2	Assist 3	Assist 4	Assist 5	Assist 6	Assoc 1	Assoc 2	Assoc 3	Assoc 4	Assoc 5	Full 1	Full 2	Full 3	Full 4	Full 5	Full 6	Full 7	Full 8	Full 9	Above Scale
1.0	3.0	5.0	7.0	9.0	11.0	9.0	11.0	13.0	15.5	18.6	15.5	18.5	21.5	24.5	27.5	30.5	33.5	36.5	39.5	42.5

In general, promotion growth is roughly the same across divisions and slightly above 1, with the major exception of the Arts Division, which has an overall lower promotion rate (Fig. 25). Similarly, promotion and gender do not show major differences, even when broken down by rank (Fig. 26). The overall slower promotion rate at the Associate level is likely due to some faculty spending additional time at Associate Professor, Step 5. We see similar result by ethnicity; promotion growth is fairly equivalent (Fig. 27).

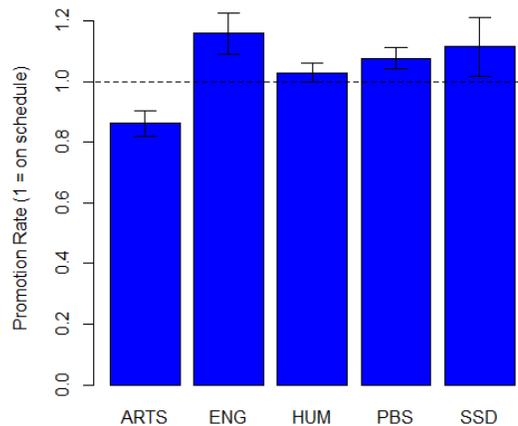


Figure 25. Promotion by division. Dotted line = on scale. Error bars indicate standard error.

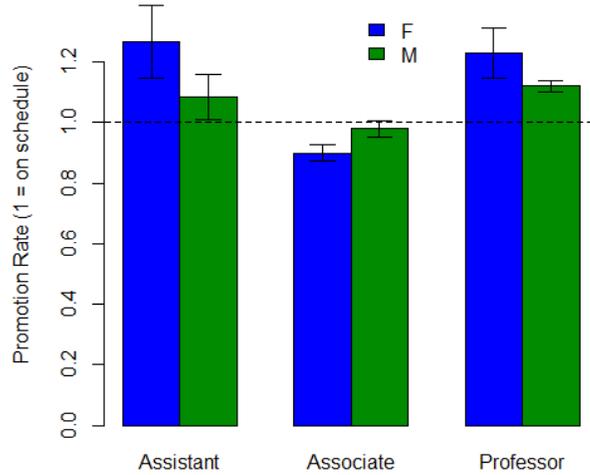


Figure 26. Promotion Growth by Gender and Rank. Error bars indicate standard error.

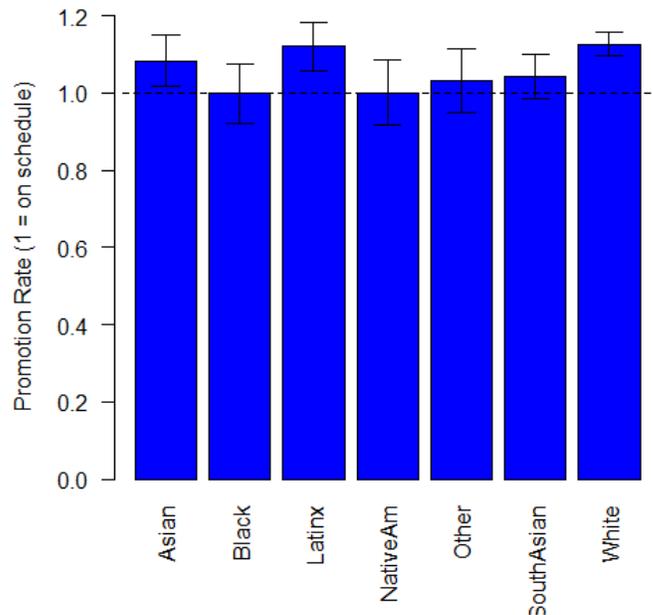


Figure 27. Promotion Growth by Ethnicity. Error bars indicate standard error.

A final way to evaluate faculty salaries is to compare salary growth with promotion growth. In this measure, we expect a positive correlation where higher promotion rates correspond to higher salary growth. While this is broadly true, the relationship does vary somewhat by division (Fig. 28). Two divisions, Engineering and Physical and Biological Sciences show slightly shallower

slopes that suggest more faculty being promoted faster than their salary growth, though the high degree of variation makes any strong conclusions tentative.

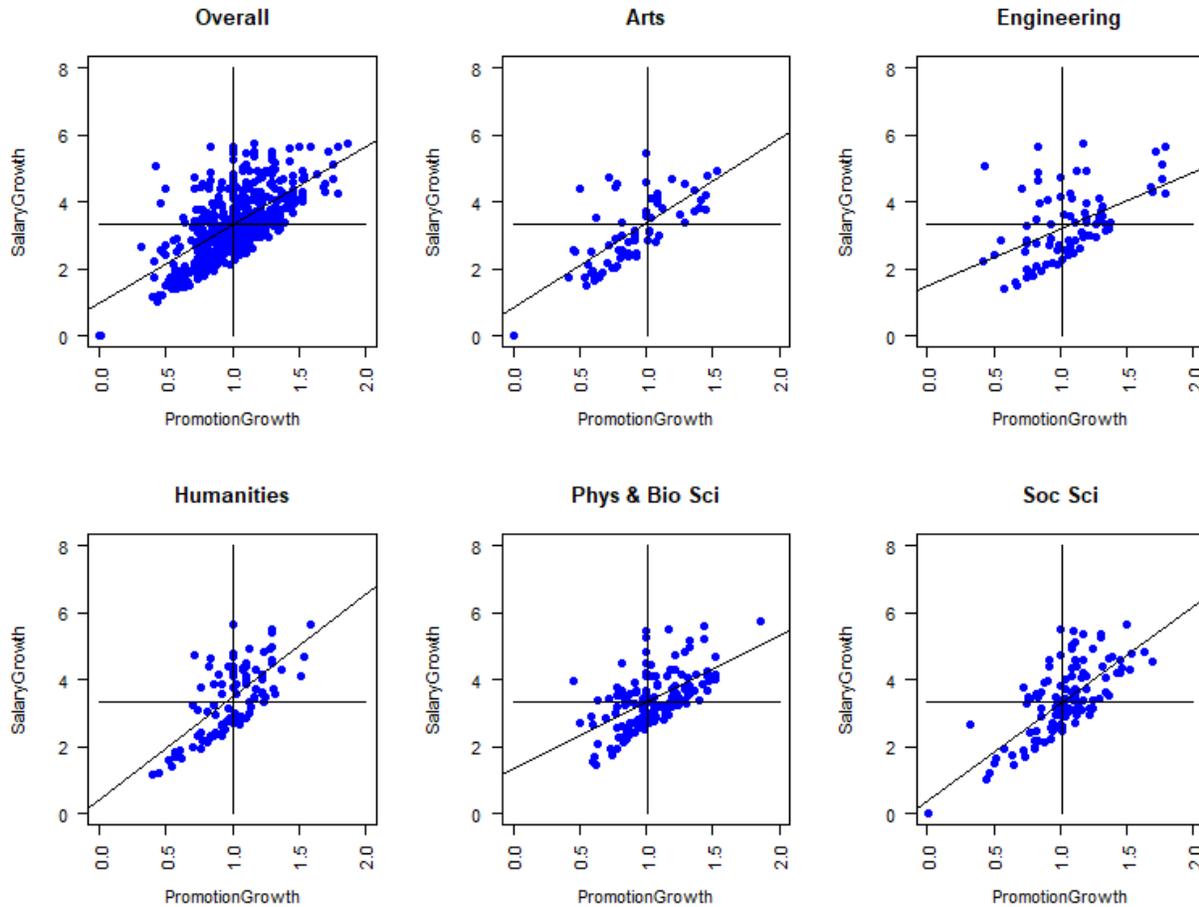


Fig 28. Promotion Growth by Salary Growth. The top left panel shows the data for the university overall where 1 dot = 1 faculty member. In all panels the horizontal and vertical lines show the median values for the university as a whole. Diagonal lines are linear regression lines fitted to each subset of the data (in all cases $p < 0.01$, $r > 0.8$).

CFW notes that all data shown in this analysis are available upon request.

Childcare

Childcare has been and continues to be a priority area for CFW. This year CFW was thrilled to collaborate with the administration as the preparation of UCSC childcare expansion began. In the next sections, we summarize CFW's work on childcare in 2017-18 and outline CFW's goals in 2018-19.

I. 2017 Summer Child Care Work Group

The 2017 Summer Child Care Work Group was convened in July to develop the program, cost structure and facility needs for UCSC's childcare expansion as part of the Student Housing West project. The Work Group members included CFW's childcare representative Professor Su-hua Wang as well as representatives from other stakeholders. Through rigorous efforts from July to September, the Work Group put together a final report with recommendations on the design and programming of campus childcare expansion.⁹ The report was published on <https://news.ucsc.edu/2018/03/images/2017-child-care-work-group-report-tn.pdf>. The following sections summarize some of the key recommendations.

The Work Group recommended the construction of a high-quality center to provide services for up to 140 children from a diverse population, ranging in age from infants through school age. The proposed program envisions a nature based science, technology, engineering, arts and math (STEAM) curriculum, with associated implications for design and construction. Among these implications was a recommendation for outdoor learning and activity space, access to which flows naturally from the indoor classrooms.

Other recommendations addressed the need for support spaces such as teachers' meeting and work spaces, food preparation and laundry spaces, storage for curricular and other educational materials, a nursing room adjacent to the infant classrooms, and enclosed administrative spaces for privacy and secured file storage. Further recommendations addressed the need for ample natural light and fresh air circulation, natural color palettes in classrooms and attention to minimal acoustics in order to maintain a calm and quiet environment conducive to learning. The Work Group operated on the understanding that the selected developer will engage an architect that specializes in the design of childcare centers, and has expertise in designing spaces that meet or exceed Community Care Licensing requirements in terms of indoor and outdoor square footage minimums per child and other requirements.

There is strong interest for the childcare center to feature a robust research component that allows for observation of children in the center by student researchers in developmental psychology and other academic programs. The partnership with research will present opportunities for seeking external funding to support and benefit the center. The Work Group therefore recommended that the basic observation space and supporting infrastructure elements (e.g., one-way observation mirrors and conduit to support eventual installation of audio visual equipment) be built into the facility.

Last but not the least, the report included an Integrated Logic Model developed by Professor Emerita Catherine Cooper, who has worked on campus childcare expansion for more than 30 years. The Integrated Logic Model is a tool designed to keep programs on track toward their

⁹ Child Care Work Group, Summer 2017, Final Report (pending cost structure)

intended goals over time, and through turnover of the staff and administration involved in the management of the center. An important component in the Model is a Childcare Advisory Committee that would play a crucial role to ensure the program will stay on track toward its intended goals, including the evaluation of care operator.

II. Childcare and Family Support Advisory Committee

CFW was pleased with movements in the spring of 2018 to reinstate an advisory committee for childcare and was delighted to learn that the scope of the committee would be beyond childcare, including broader family support. CFW requested the opportunity to review and provide feedback on the committee charge before the committee convened. In May 2018, CFW provided feedback on the draft charge from the CP/EVC's office and made several suggestions.¹⁰ For example, CFW suggested the membership of the committee include a CFW representative, as well as faculty at large. In addition, CFW expressed appreciation for the opportunity to review and provide feedback on the proposed Childcare and Family Support Advisory Committee before the charge was finalized, in the hopes of facilitating the formation of the committee and its contributions to faculty welfare from the get go. Finally, CFW pointed out the key role this Advisory Committee should play in the assessment and evaluation of the quality of the childcare program and operator.

III. Selection of Childcare Operator

Through the Summer Childcare Work Group, CFW made multiple inquiries about the operator selection process. For example, CFW member and Childcare Representative Su-hua Wang specifically asked, in several Work Group meetings, that the selection process be conducted in a careful and transparent way; however, no information or response was provided at the time. Since the final Work Group Report was released, CFW made multiple requests, asking that faculty be engaged in the planning process, including the selection of the 3rd-party operator. Some efforts were made to include CFW's childcare representative in campus community meetings in November 2017 and facility design meetings in January 2018. However, it was not until late January 2018 that CFW became aware that the selection of the childcare operator had been ongoing without any representatives from stakeholders: faculty, staff, or students.

CFW immediately requested that our childcare representative be included in all planning meetings related to facility design, program operation, and vendor selection. While we very much appreciate the efforts being made in childcare expansion, and look forward to the establishment of expanded childcare services, CFW has been deeply concerned with the lack of shared governance in the operator selection process. Moreover, CFW raised concerns about the lack of Request for Proposals (RFP) in the selection process and demanded that an RFP be issued before the operator was finalized.

IV. Back-Up Care

In collaboration with the Committee on Affirmative Action and Diversity (CAAD), CFW recommended that our campus should establish a new back-up care program for faculty emergency needs to care for children, elderly, and other dependents (e.g., when a child becomes ill and cannot attend the regular care program, a care provider would care for the child while

¹⁰ Profumo to Tromp, 5/25/18, Re: UCSC Family Advisory Committee

faculty is at work).¹¹ Similar programs are already in place in other UC campuses, such as Berkeley, allowing faculty to access care support in the face of emergency needs. CFW requested that efforts be made to establish this important program to support faculty.

V. Looking Ahead

1. CFW will continue to work with the administration to move forward with the establishment of UCSC's childcare services for faculty.
2. CFW will continue to request information about why no RFP was in place in the initial operator consideration, and why an RFP is deemed infeasible at this point.
3. CFW has requested and will continue to urge the administration to instate the Childcare and Family Support Advisory Committee as soon as possible. We look forward to collaborating with this committee in 2018-19.
4. CFW will continue to request that the childcare programming and facility designs should build on existing efforts (rather than "reinventing the wheel") and include faculty and other stakeholders' involvement throughout the process.
5. CFW will continue to support efforts on the establishment of back-up care for emergency childcare and family support needs.

VI. August 6, 2018 Meeting

Incoming and outgoing CFW Chairs McGuire and Profumo were invited by CP/EVC Tromp to attend a meeting on childcare updates. The meeting was also attended by VCBAS Latham and incoming and outgoing Senate Chairs Lau and Einarsdóttir. No updates were provided on site selection or on overall timeline and project progress. The process by which third party for-profit operator Bright Horizons was selected was referred to as "Piggy-Back Contract Strategy." VCBAS Latham confirmed that on no occasion was Bright Horizons selected by a comparative process and deemed preferable to other third-party operators by a UCSC committee. Incoming Chair McGuire asked whether UC Davis RFP documents were available for review, and whether such documents had been reviewed, but no answer was given. Chair Profumo continued to insist that the selection of a for-profit third party provider by a public entity without any comparative bidding process is not an advisable modus operandi, and that such choice will inevitably impact childcare rates and costs.

CFW Chair Profumo asked about the \$750,000 committed since 2012 by then CP/EVC Galloway. VCBAS Latham stated that funds will be used to cover, in part, operation costs for the new UCSC Childcare facility. Chair Profumo also asked about the engagement of private entities in funding the childcare facility, especially the Giannini Trust. The VCBAS indicated that no fundraising/philanthropic efforts to fund the childcare facility were currently underway; CP/EVC Tromp requested that such fundraising efforts be initiated.

Chair Profumo requested that the new Childcare and Family Advisory Committee be charged with conducting an "informal RFP" with the goal of establishing which possible childcare

¹¹ Greenberg and Profumo to Einarsdóttir, 3/01/18, Re: Campus Emergency Back-up Care Program

operators might exist as alternatives to Bright Horizons, and of comparing such operators with Bright Horizons to assess whether proceeding with the “Piggyback Contract Strategy” is indeed the optimal strategy for Campus. The CP/EVC agreed that such a charge should be given to the Childcare and Family Advisory Committee and called it an “Action Item.”

Housing

CFW has continued to work with VCBAS Latham and the Housing Advisory Committee regarding housing development of Ranch View Terrace 2. The potential advantages of the new P3 model were laid out to CFW and other stakeholders. These include: reduced use of scarce public funds, resulting also from a general reduction in education funding; less institutional staff to support projects; private sectors deliver faster; less political support for public work projects. Additional advantages outlined in factor of a P3 model include the transfer of risk to private sector, the access to new capital markets, possible time savings and the reduction of outstanding debt.

Suggestions have been made to increase the “for rent” vs. the “for sale” ratio of faculty houses in order to increase turnover and to accommodate more employees. More surveys will be conducted to assess the pros and cons of these suggestions. CFW looks forward to representing employees as major stakeholders in the future development of employee housing. On this topic, CFW representatives raised the following question, to be discussed further: the reduction of “for sale” vs. “for rent” units does not sound feasible if the faculty/staff housing is intended to be a recruitment and retention tool, given the low salary standard that would not allow faculty/staff to buy market properties. A survey of faculty and staff needs and desires would be in order, in balance with the campus agenda to speed up the turnover rate so as to accommodate the maximal number of faculty/staff.

One CFW member pointed out that among all 10 UC campuses, UCSC is the only campus where the housing service office is called "*Employee* Housing." As shown below, none of other 9 campuses use the term "employee" for any of the housing services.

UC Berkeley Housing

<https://housing.berkeley.edu/>

UCSF Campus Life Services, Housing Services

<http://campusliveservices.ucsf.edu/cls/>

UC Davis West Village, Faculty/Staff Housing,

<https://westvillage.ucdavis.edu/facultystaff-housing-0>

UC Merced, Housing & Residence Life

<https://housing.ucmerced.edu/guest-housing/faculty-staff>

UCSB Community Housing Services

<http://www.housing.ucsb.edu/community-housing-services-general-information>

UCLA Housing

<https://housing.ucla.edu/>

UCI Irvine Campus Housing Authority

<https://icha.uci.edu/>

UCR Housing Services

<http://housing.ucr.edu/faculty-staff.html>

UCSD Housing Resources

<https://blink.ucsd.edu/HR/services/support/housing.html>

UCSC Employee Housing

<https://employeehousing.ucsc.edu/>

The CFW member noted that the term "*employee*" technically means an individual who is hired or employed for wages or salaries, especially at a non-executive level (i.e., they are not a member of high-managing class or owners), and that the term also subliminally implies the presence of unequal power relationships.

When applied in public universities, the term "employee" is also a misnomer, because the principal funders of the university (or "those who provide educational fundings") are taxpayers, not university administrators, but "us" taxpayers, including the administrators.

The CFW member suggests to consider changing "Employee Housing," to UCSC Housing or something similar to what other UC campuses use for their housing services.

Partner Hire Resources

CFW has identified household income as a critical aspect of both the recruitment and retention of faculty. We have therefore focused on faculty salary as a key component of faculty welfare; however, CFW also emphasizes the ability of partners of faculty members to find satisfactory employment as a necessity in attracting and retaining top faculty. One way campus can effectively increase household income is to help partners of faculty members find the best jobs they can. The Clayman Institute 2008 study "Dual-Career Academic Couples: What Universities Need to Know"¹² surveyed 9,000 full-time faculty at 13 leading U.S. research universities and found that 72% of full-time faculty have employed partners, and 36% of full-time 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.

Currently there is no support on campus for partner hire resources, except the remodeled Academic Personnel Dual Career Resources website¹³. Therefore, former CFW member Ted Holman developed a list of partners of faculty who are willing to volunteer to interact with other faculty partners to help them understand the local job market. Currently, the Physical and Biological Sciences and Social Sciences Divisions have participated, and over 80 faculty

¹² https://gender.stanford.edu/sites/default/files/publications/dualcareerfinal_0.pdf

¹³ <https://apo.ucsc.edu/employment/faculty-relocation/dual-career-resources%20.html>

partners are signed up. Members of CFW are committed to expanding the participation across the entire campus. The issue of partner hires and the list developed by former CFW member Holman were discussed in the consultation of February 1, 2018 with CP/EVC Tromp and VPAA Lee. VPAA Lee commented that something similar had been tried 10 years ago, but was rarely effective and required significant staff resources. CFW members noted that, with modern resources like password protected Google Sheets, maintaining this resource should now be minimal if there was buy-in from the administration and appropriate encouragement to department managers and chairs. CFW members would be willing help develop this resource if the administration was then willing to support it.

An alternative plan was not suggested by the administration, even though in previous consultations then Interim CP/EVC Lee acknowledged that partner jobs were the number one issue affecting the retention of faculty. CFW hopes that the resource will prove its importance for the campus, and that the administration will assume its management in the near future.

Transportation and Parking

The Advisory Committee on Campus Transportation and Parking (ACCTP) met monthly in the past academic year. ACCTP is comprised of staff representatives, Academic Senate representatives, faculty at large, and student representatives. A representative from CFW serves on the committee. ACCTP's meetings this year centered on crafting and promoting Proposition 69 for a student referendum. The proposition would have increased student fees for transportation services. Transit fees at UC Santa Cruz (affecting both undergraduate and graduate students) have not increased since 2008. They are currently set at \$111.66 per student per quarter. Both the cost of Campus Transit Operations and the ridership, however, have grown. This has resulted in a cumulative deficit of \$3.3 million for TAPS (Transportation and Parking Services). Absent an increase in fees (and possibly even with such an increase), TAPS would have to cut services.

Proposition 69 proposed to increase student fees each year with a sunset period of fall 2038 at which point a new referendum may be proposed. The fee increase was meant to meet the transportation demands of a growing student population, while also reducing TAPS deficit as described above. The proposition failed for lack of quorum.

In its last meeting, ACCTP was tasked by the CP/EVC to make a recommendation concerning what to do moving forward. Four scenarios were discussed that differ in how much service is cut and in how the cuts are spread out over the years. All scenarios envisage a cut of 45-50% in services in the next 5 years. Services to be cut include, Night Owl, Night Core, Upper Campus, East Gate loops and Barn Theater Loops. The CP/EVC has the ultimate authority to decide which scenario, if any, is adopted.

In this context, the worries raised by CFW concerning parking and transportation are particularly pressing. First, there is an ever-increasing difficulty for faculty to find parking on campus. Some days are worse than others, but arriving to campus late makes it very difficult to find a spot reasonably close to one's department. It is further very difficult to leave campus for whatever reason and then come back. This difficulty may be particularly taxing for faculty members with family obligations. The CFW representative proposed that TAPS consider making some parking

lots exclusive to faculty with A permits. Currently, all parking lots that are available to A permits are also open to B permits (held mostly by graduate students). This is the result of a past negotiation with the graduate student representatives. TAPS asked them if they preferred to pay a higher amount for parking, while being able to park closer to their departments, as opposed to paying a bit less and being restricted to more remote locations. The graduate students chose the former option.

The CFW representative also brought up the interest in introducing shuttles that would transport faculty and graduate students from various locations directly to campus. The current bus service is too crowded. Some possible locations are the unused parking lot at 2300 Delaware (which UCSC owns and which holds approximately 250 parking spaces). San Jose Diridon Station, and other locations in the Bay Area are also of interest. Due to the cost of living in Santa Cruz, many graduate students and some faculty live elsewhere. A more comprehensive shuttle system would prevent many faculty and graduate students from commuting to campus by car. In the current climate of cuts to transportation services, however, it is hard to see how any of this could be implemented. It is further hard to see how TAPS could do without parking revenue which also seems at odds with the general goal of having a sustainable campus.

TAPS intends to make changes to facilitate parking such as reducing the number of C permits (for undergraduates), reallocating A/B permits in North Remote, adding medical spaces in Science Hill, expanding parking in East Remote (from 190 to 250 spaces in the summer of 2019) and expanding Kresge College. But if transportation services are being cut and the student population continues to increase, it is hard to judge whether these changes will suffice. The CFW representative should follow up on these issues next year.

Retirement

There was a concern earlier in this academic year that UC was going to revisit its commitment to pay a minimum of 70% of the cost of retiree health benefits. After objections were raised by the Council of University of California Emeriti Associations (CUCEA), the Council of University of California Retiree Associations (CUCRA), and the University Committee on Faculty Welfare (UCFW), the discussion of this proposal was removed from the agenda of the Board of Regents. For the upcoming year there will be no changes for most retirees. However, there is a small group of retirees who did not select to contribute to Social Security, who will see an increase in their contribution to healthcare insurance. The fund of UCRP assets from which retiree pensions are drawn had a good year, increasing by 12%.

Healthcare

In 2016-17 UCSC CFW requested that UCFW investigate the significant increase in the out of pocket maxima (also known as MOOPs) for those enrolling in UC Care in 2017.¹⁴ UCFW was told at the time that the maximums would likely return to the 2016 levels in 2019 (Open Enrollment 2018). However, we now know that the maximums will not decrease in 2019 due to financial constraints on the UC Care plan.

A Request for Proposals for the 2019 Blue and Gold plans was awarded to HealthNet, with negotiations still underway; mental health should now be included as part of a more holistic plan

¹⁴ Profumo to Lubin, 11/04/16, Re: Significant Change in Open Enrollment Out-of-Pocket Maximums

offering. In addition, pet insurance will be offered. At systemwide UCFW, much discussion took place regarding health care providers who refuse service for religious reasons; no specific action item on this topic was taken.

CFW was approached by the Palo Alto Medical Foundation (PAMF) for an April meeting regarding a potential new plan offering in Santa Cruz. CFW Chair and the CFW Healthcare Representative preemptively met with the CFW Analyst and Senate Chair prior to the meeting to prepare. The meeting was, however, canceled on 4/23/2018 and not rescheduled. It remains unclear what the topic of the meeting would have been.

Acknowledgments

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Respectfully submitted;

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August 31, 2018