

## Committee on Faculty Welfare

Snehlata Oberoi, BDS, DDS, MDS, Chair

### ANNUAL REPORT 2019-2020

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#### 2019-2020 Members

**Snehlata Oberoi, Chair**

**Jill Hollenbach, Vice Chair**

Pedram Aleshi

Annesa Flentje

Lori Freedman (*ex officio*)

Tiffany Glocke

Lindsay Hampson

Jane Jih

Jenny Liu

Michael Winter (*ex officio*)

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**Number of Meetings:** 10

**Senate Analyst:** Kristie Tappan

Under the leadership of Chair Snehlata Oberoi, the Committee on Faculty Welfare (CFW) focused on the importance of child and dependent care in the fallout of the COVID19 pandemic, childbearing leave, the bioethical implications of UCSF Health's affiliations with other health care providers, and general issues of faculty welfare at the Division and Systemwide levels. CFW wrote five letters to the administration and Executive Council regarding these matters. CFW had ten meetings in 2019-2020 and hosted 22 guests and speakers at those meetings. UCSF added CFW members to three of the University's task forces responding to the twin crises of the COVID19 pandemic and the heightened call for racial justice. CFW's work has positioned CFW to be an engaged governance partner as UCSF recovers from the social, economic, and health crises of 2020.

#### Systemwide Business & Reviews

**UCFW:** Over the course of the academic year, Vice Chair Jill Hollenbach reported on the work of the systemwide UC Faculty Welfare Committee (UCFW). Her work on UCFW led to her selection to be Vice Chair of UCFW in 2020-2021 and Chair in 2021-2022. UCFW engaged in discussions about the budget and the best way to address the financial hardship from the economic decline from COVID19. UCFW discussed the importance of doing more than performative work to end structural racism. CFW will work to make substantive changes at UCSF in line with this advice.

**UCRP:** Vice Chair Hollenbach provided updates on the University of California Retirement Plan (UCRP) and the work of the Task Force on Investment and Retirement. The UC Regents approved a 3% increase to the UCRP employer contribution rate, with a possible increase to the employee contribution rate by 1.5%. The systemwide Academic Senate Council endorsed a UCFW letter opposing a proposed employee contribution increase.

**Climate Change:** Vice-Chair Hollenbach provided CFW with information about climate change from UCFW and UC's efforts to decarbonize. This included 27 questions for UCSF to answer about its own

decarbonization work that were forwarded to UCSF's Sustainability Committee. The questions showed how much work needs to be done to address this daunting problem.

**Policing:** Vice Chair Hollenbach gathered feedback from CFW members about the future of policing at the University of California and how policing can be reformed to eliminate racial bias and more faithfully serve and protect our communities. Chair Hollenbach passed CFW's comments along to UCFW, and CFW had UCSF Police Chief Mike Denson report on the status of the UCSF police force.

**Working Group on Comprehensive Access Chair Report:** UC President Janet Napolitano established the Working Group on Comprehensive Access to evaluate whether and how UC Health should affiliate with other health care providers. President Napolitano created the Group following a controversial proposed affiliation between UCSF Health and Dignity Health, which is a Catholic healthcare provider. The Working Group was unable to agree upon a report or a single set of principles that would guide affiliations. Instead, the Group Chair submitted a report (Appendix 1). CFW reviewed and commented on that report. Vanessa Jacoby (UCSF's representative to the Group) gave a presentation on the faculty opposition to UCSF's 2019-proposed affiliation with Dignity Health, and Group Member Steve Hetts made himself available to CFW for questions as CFW drafted its letter commenting on the report. CFW had concerns about the purported secrecy of the Group and its lack of diversity. CFW called attention to the lack of patient representation in the Group. CFW expressed concern about the limited amount of time the Group had to research and address this complicated topic and the rushed time for comment. CFW criticized the absence of data from the report and the speculation about how affiliations would or would not affect care. Finally, the committee aimed to develop a framework for evaluating and monitoring affiliations in its letter that would protect reproductive, gender-affirming, or end-of-life care. CFW also advocated for more faculty involvement in the review of affiliations going forward and for the establishment of a systemwide health sciences Senate committee to better govern the University as it faces health care issues with greater frequency.

**Automatic Conferral of Emeritus Status:** A change in Regents policy limited automatic conferral of emeritus status upon retirement to faculty in the Ladder Rank series. CFW wrote a letter to the Division opposing this change. The UCSF Division came out against the change and asked for emeritus status to once again be automatically conferred on all retiring Senate faculty (as opposed to only Professors and Associate Professors in the ladder rank). Academic Council similarly requested that emeritus status once again be automatically conferred on all Senate faculty.

## Divisional Business

This year, the Academic Senate's Committee on Faculty Welfare took up the following issues related to the San Francisco Division:

**Wildfire Smoke:** Associate Chancellor Theresa O'Brien briefed members on the UCSF Wildfire Smoke Response Protocol Taskforce's recommendations if the Air Quality Index (AQI) drops below a certain level due to wildfires.

**IRB:** The interim Chief Ethics and Compliance Officer and Associate Vice Chancellor for Research and Infrastructure and Operations Brian Smith briefed CFW on issues related to the HRPP Institutional Review Board and changes to federal policies on human subject research.

**Human Resources:** CFW welcomed the new Chief HR Officer Corey Jackson to UCSF and instituted regular meetings with Chair Oberoi and other Academic Senate leadership. CFW met with Corey Jackson and Jenny Schreiber (Associate Vice Chancellor, Campus HR) to discuss restrictions on temporary hires, liability insurance, HR hire tickets, volunteers in faculty labs, volunteers in labs, and communication issues.

**Finance:** Chief Financial Officer Mike Clune briefed CFW on the Optimizing Resource Allocation Model (ORAM) project and on the Ten-Year Financial Plan. CFO Clune returned later in the year with Richard Chen (Operating Budget Analyst) and Amal Fakhro-Smith (SOM Associate Dean of Financial Affairs) to

present a proposal on moving funds from the Core Financial Plan (CFP or the Core) to the Schools so that the Schools can more directly manage how to fund their faculty salaries.

**Pregnancy Disability Leave and Parental Leave:** Faculty member Atisa Britton shared her personal story about childbearing leave with CFW. Dr. Britton had complications during her pregnancy and she was hospitalized at 31 weeks. This triggered childbearing leave, notwithstanding the fact that she had not given birth. Dr. Britton ended up delivering her son two weeks later at 33 weeks, and he spent the next four weeks in the NICU. She had two weeks of leave left when her son eventually came home. (At the time, UCSF only offered eight weeks of childbearing leave, which has since been increased to 12 weeks.) Dr. Britton believes a birthing parent should not be required to use childbearing leave when medical complications from pregnancy require the parent to stop working. Dr. Britton believes a parent should be able to use other benefits like medical or disability leave first so that childbearing leave can be used for recovery and bonding after the child is born. CFW discussed the issue with Judy Rosen, Human Resources Director, Disability Leave Administration and sent a letter to Vice Provost Brian Alldredge about the “order of operations” for benefits. CFW further discussed the matter with B. Alldredge and SOM Vice Dean of Finance and Administration Maye Chrisman. Emerald Light sent a response to CFW stating that extended illness benefits vary widely from Department to Department and School to School. She wrote that “[i]f extended illness leave were to be applied prior to paid childbearing leave this would result in disparate treatment and application of paid leave entitlements for plan participants from Department to Department.” Should CFW wish to advocate for a change, CFW would need to request changes to Schools’ implementation procedures of the Health Sciences Compensation Plan. CFW found that other UC campuses do allow other benefits to be used before childbearing leave. CFW plans to continue to advocate for more flexibility in how childbearing leave benefits are used at UCSF.

**Campus Life Services:** Senior Associate Vice Chancellor Campus Life Services Clare Shinnerl updated CFW on parking, faculty housing, and childcare. Of note, a new childcare facility was opened at City Center near Geary and Masonic this year to provide needed childcare spots following the closure of the Laurel Heights childcare center.

**Faculty Family Friendly Initiative (3FI):** Vice Provost Brian Alldredge gave CFW a report on the status of the Faculty Family Friendly Initiative (3FI), which included increasing childbearing/childrearing leave to 12 paid weeks for all HSCP eligible faculty effective 7/1/19. The final report summarizing the 3-year initiative is expected in March 2021.

**In-Residence Faculty Salary Support (95% Rule):** The 95% rule refers to those uncompensated activities (e.g., teaching and research) for those faculty on federal research grants. A Federal rule/practice prohibits faculty on such grants from using their research funding (with some exceptions) for these activities. In 2017, after an EVCP request to review this practice, a CFW task force recommended that UCSF retain the so-called 95% rule, but ensure that departments have adequate funding to pay faculty the remaining 5% for such uncompensated activities. CFW discussed this issue and the problem with requiring that 5% of faculty salary be paid out of non-grant funds but not having support for faculty get that additional funding. CFW asked CFO M. Clune to gather data about the salary fund sources for Professors in Residence and the cost to provide 5% of salary funding from institutional funds. M. Clune reported that UCSF employed 535 salaried Professors in Residence in 2018-19. 35 appeared to receive more than 95% of their salary from sponsored funds and 71 receive more than 95% of their salary from sponsored and/or gift funds. The annual cost to provide 5% of salary from institutional funds for all Professors in Residence is \$6.5 million for salary and \$1.6 million for benefits (25.1% rate). Among the 535 Professors in Residence, 324 receive 5% or more of their salary from clinical sources. These faculty account for \$91.9 million of the total salary expense for Professors in Residence. Excluding Professors in Residence who receive 5% or more of their salary from clinical sources, the cost to provide 5% of salary from institutional funds is \$1.9 million for salary and \$487,000 for benefits. M. Clune noted that he briefly did the analysis for Ladder Rank and Clinical X faculty, and this issue was not a problem for those groups.

**Telework Survey:** The Committee worked with other Senate committees to draft survey on telework. Members reviewed the survey and provided comments via email. 878 faculty members responded to the

survey, and the responses are helping guide the Senate's advocacy work around telework and the wellbeing of faculty. The initial report from the survey is included as Appendix 2.

**COVID Dependent Care Support:** Seven faculty members prepared a document titled "Proposal for an Equitable Recovery at UCSF" that focused on providing support to faculty caregivers with limited access to dependent care. They circulated the proposal and invited faculty members to sign it. In a matter of days, they gathered 364 signatures and sent the proposal to the EVCP, Chancellor, SOM Dean, and SOP Dean. CFW wrote a letter of support to the Division Chair regarding the proposal, and two of the authors, Lauren Weiss and Danica Fujimori, came to a CFW meeting to discuss their advocacy effort and offer advice as CFW continues to advocate for dependent care support.

**Diversity, Outreach, and Addressing Racism:** Vice Chancellor of Diversity and Outreach Renee Navarro reported on the work of the Office of Diversity and Outreach to CFW in June. CFW and the Committee on Equal Opportunity wrote a joint letter of support to Dr. Navarro pledging to strengthen the Senate's partnership with ODO as UCSF works to dismantle structural racism.

**Addressing Bias in Policing:** UCSF Police Chief Mike Denson briefed CFW in August about the diversity of the UCSF police force and educated the committee about the work of the force and the differences between the police and security guards who recently moved under the supervision of Police Chief Denson.

**Faculty Objections to Switching to Remote Scribes:** CFW wrote a letter to the Division Chair regarding UCSF Health's decision to terminate its contract with Scribe America and switch to an exclusively remote scribe work force. This decision caught faculty off-guard and was particularly upsetting for faculty who use, train, and practice with scribes. CFW expressed disappointment with the decision and with the failure to engage with faculty before the decision was made, and those concerns were passed along to the administration.

**Salary Freezes:** CFW raised concerns about faculty salary freezes and how those freezes may be disproportionately impacting underrepresented and female faculty. CFW was particularly concerned about an apparent lack of transparency about the availability of exceptions and the procedures for reviewing exception requests. CFW drafted a letter to the Division Chair requesting more information and data about the salary freezes from all four schools. CFW's request was forwarded to Vice Provost Brian Alldredge with the support of Executive Council.

**2020 Task Force Appointments:** UCSF created several task forces to respond to the economic and social crises related to the COVID19 pandemic and heightened call for racial justice in the United States. CFW succeeded in getting representation on three of those task forces. Chair Oberoi was selected for the Dependent Care Task Force, and member Lindsay Hampson was selected for the UCSF Senate Budget Task Force (since renamed the Equitable Recovery Task Force) and the Safety Task Force.

## Chancellor's Fund

Executive Council approved funding for three Chancellor's Fund programs that CFW has authority over:

- **Faculty Needs and Enrichment Fund:** \$70,000. This program awards up to \$3,000 faculty grants to support activities, services, or items that enhance work-life and/or well-being at work for UCSF faculty members. CFW funded 8 needs and enrichment awards in 2019-2020: 2 individuals and 6 groups, for a total of 23 people. CFW reviewed the 31 applications seeking \$198,982 in funding. CFW decided that 16 applications seeking equipment, food, and one for communications materials were ineligible. Senate staff ran the lottery for the remaining 15 applications and 7 won. Senate staff contacted the winners and asked whether their proposals could go forward and whether the amounts awarded remained appropriate in light COVID-19. One returned \$1,000, which enabled CFW to fund one additional grant.
- **Faculty Back-Up Care Program:** \$28,000. The back-up care program run by Bright Horizons provides care for up to ten days per year to UCSF faculty, residents, and clinical. The funding from CFW expands program access by serving more faculty when they need care and eliminates the cumbersome annual enrollment fee for faculty that was required.

- **Dependent Care Travel Grant Fund:** \$8,000. This fund was designed to help faculty with dependent care expenses when faculty are traveling to give a presentation at a conference. COVID-19 severely limited opportunities for faculty to travel, and CFW repurposed the \$8,000 allocated for dependent care travel grants to the emergency back-up care program discussed above.

## Going Forward

CFW will focus on the following issues in 2020-2021.

- Advocating for Greater Racial Justice and Working to Dismantle Structural Racism at UCSF
- Improving the Recruitment and Retention of Under Represented Minority (URM) Faculty
- Advocating for an Equitable Recovery from the COVID-19 Pandemic
- Supporting Child and Dependent Care
- Improving how Childbearing, Disability, and Other Leaves Can Be Used Together to Support Parents
- Monitoring Faculty Salary Freezes and Advocating for Equity in the Use and Application of Freezes
- Reviewing UCSF Health Affiliations
- Improving Policing and Safety at USCF
- Reviewing Procedures for Awarding Chancellor's Fund/Travel Grant money if the Chancellor's Fund is available in 2020-2021

## Appendices

Appendix 1: Working Group on Comprehensive Access Chair Report

Appendix 2: Academic Senate Telework Survey Initial Report

Senate Staff:

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