

Committee on Faculty Welfare

Jill Hollenbach, PhD, MPH Chair

ANNUAL REPORT 2020-2021

In 2020-2021, the Committee on Faculty Welfare (CFW) focused on advocating for an equitable recovery from COVID-19. CFW created a new COVID-Relief Fund. CFW spoke up about the proposed systemwide curtailment proposal. CFW gathered data about the UCSF salary freeze and advocated for more faculty involvement in the decision-making process. CFW called for improved access to COVID testing for UCSF dependents, and CFW coordinated with other committees to support efforts to vaccinate teachers. CFW also called for the creation of a COVID-era Faculty Career Support to continue this work in 2021-2022.

CFW commented on numerous systemwide reviews: (1) a proposed curtailment plan, (2) the salary scales task force report, (3) the proposed research material ownership policy, (4) the policing “Gold Book” revisions, (5) the proposed UC vaccination policy, and (6) the proposed Presidential Safety Plan. CFW also suggested ways the Division could work to improve outreach about benefits and retirement, called attention to problems with hiring processes, and advocated for better communication and transparency about a systemwide IT security breach.

CFW had 12 meetings, 14 guest speakers, wrote 25 letters, and distributed \$40,000 to 81 faculty members as COVID-relief grants this year. CFW looks forward to doing more to support UCSF faculty in 2021-2022.

2020-2021 Members

Jill Hollenbach, Chair
Lindsay Hampson, Vice Chair

Number of Meetings: 12
Senate Analyst: Kristie Tappan

Members
Daniel Cooke
Lori Freedman (*ex officio*)
Tiffany Pon Glocke
John Greenspan (emeritus representative)
Rishi Jay Gupta
Jane Jih
Jenny Liu

Systemwide Business & Reviews

UCFW, TFIR, and HCTF: Chair Jill Hollenbach and Vice Chair Lindsay Hampson reported on the work of the systemwide UC Faculty Welfare Committee (UCFW), Task Force on Investment and Retirement (TFIR), and Health Care Task Force (HCTF) throughout the year. Chair Hollenbach served as the Vice Chair of UCFW, and she will be the UCFW Chair in 2021-2022. Vice Chair Hampson served as CFW’s representative to UCFW.

UCFW focused on mitigating the adverse impacts of COVID-19 on faculty related to advancement, work-life balance, and instructional delivery. UCFW also worked to improve housing, childcare, on-boarding, recruitment, and the transition to retirement for faculty. The systemwide committee’s annual report can be found here: <https://senate.universityofcalifornia.edu/files/committees/ucfw/ar/ucfw-2020-21-annual-report.pdf>.

Systemwide Reviews: CFW commented on six systemwide reviews. Those comments are summarized below.

1. **Curtailment:** At the beginning of the academic year, UC President Drake circulated a proposal to curtail the work of UC employees as a cost-saving measure. CFW argued for campus control over programs to address budget shortfalls, and CFW stressed that curtailing the work of UCSF faculty would be unlikely to save money and could cause revenue losses. The university ultimately decided against imposing a systemwide curtailment program. CFW's 10-22-20 letter to Division Chair Sharmila Mujumdar is included as appendix 1.
2. **Salary Scales:** In February, CFW offered its general support for the recommendations of the Academic Planning Council's Task Force on Faculty Salary Scales, and specifically supported raising salary scales to better reflect market rates and conducting regular reviews and adjustments of the salary scales. That letter is included as appendix 2.
3. **Research Material Ownership Policy:** In March, CFW expressed concerns about the proposed Presidential Policy on UC Research Data and Tangible Research Materials. CFW identified potential issues with enforcement, the cost of the proposed policy, and the need for greater guidance. CFW's letter is included as appendix 3.
4. **Gold Book:** In April, CFW commented on proposed revisions to University Police Policies and Administrative Procedures (the "Gold Book"). CFW raised numerous concerns about the proposed changes including (1) reservations about the exceptions to when recording devices should be used, (2) questions about activation, training, and equipment policies for a proposed Systemwide Response Team, (3) concerns about allowing retired officers to carry concealed weapons, (4) the need for increased attention to de-escalation in the use of force policy, and (5) concerns about the absence of diversity, equity, and inclusion training requirements. CFW's letter is included as appendix 4.
5. **COVID Vaccination Policy:** In May, CFW offered its support for the proposed UC policy on COVID-19 vaccinations. CFW strongly supported a university-wide policy that requires members of the UC to be vaccinated, with very limited exceptions. CFW offered comments and questions in hope of refining the policy and better protecting the health and safety of the UC community. CFW's letter is included as appendix 5.
6. **Presidential Safety Plan:** In June, CFW returned to the issue of campus safety and commented on the Proposed Presidential Campus Safety Plan. This Plan described a new vision for policing that is more holistic, trauma-informed, and anti-racist. CFW offered its endorsement for the proposed policy and recommended that the Gold Book be revised to align with the new vision. CFW's letter is included as appendix 6.

Systemwide Representation for Health Science Faculty: Finally, as a matter of systemwide business, CFW wrote a letter to Division Chair Majumdar on November 5, 2020 generally advocating for the creation of a systemwide health science committee or task force with a mandate to provide advice on issues that affect the welfare of health science faculty. The systemwide Senate did not create such a committee or task force, but CFW remains committed to drawing attention to the issues that affect health science faculty systemwide. CFW's letter to Chair Majumdar is included as appendix 7.

Divisional Business

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

Salary Freeze Data Requests: CFW worked to alleviate the impact of the salary freeze on faculty that was implemented at the end of the 2019-2020 academic year. CFW sent a letter to Division Chair Majumdar on August 12, 2020 asking the Division to make a coordinated effort to gather data on the salary freeze from

each of UCSF's schools based on thirteen questions developed by CFW. The letter prompted a months-long effort by the committee that involved collaboration with the faculty councils to gather the data. The process strengthened the relationship between CFW and the faculty councils, prompted schools to gather data, allowed faculty to voice their concerns about the salary freeze to leadership, and provided some transparency into the salary freeze decision and implementation. CFW's two letters to Chair Majumdar on the salary freeze are included as appendix 8.

Clinician Well-Being: In November, UCSF Chief Experience Officer Diane Sliwka spoke to CFW about clinician burn-out and efforts to improve clinician well-being as an organization. The conversation led CFW to believe that there is a need for a UCSF Chief Wellness Officer so that the entire UCSF community could benefit from someone systematically doing the work that Dr. Sliwka does for UCSF Health.

Physician Assembly Proposal: A grass roots work group of clinician physicians organized to object to a UCSF Health decision to make UCSF Health's scribe workforce remote. The group remained organized and began working on improving clinician engagement and representation in decision-making at UCSF Health. In November, the group asked CFW to endorse a proposal to create a Physician Assembly under UCSF Health. CFW offered a qualified endorsement and offered comments on the need to increase the voice of health science faculty systemwide. CFW's November letter is appendix 9. The Physician Assembly did not move forward, but the work group's efforts to engage with UCSF Health leadership to improve clinician participation in decision-making have advanced. CFW remains interested in supporting their work in 2021-2022.

Division Meeting: Chair Hollenbach was invited to be a speaker at the December Division Meeting. She focused her remarks on CFW's work gathering data about the salary freeze and advocating for greater consultation with faculty. She explained how much faculty members' stories matter to CFW and encouraged people to reach out.

Affiliations: In February, CFW member Lori Freedman and former member of the Working Group on Comprehensive Access Vanessa Jacoby gave CFW an overview of how Catholic health care works in the United States and the status of UC's debate about whether and when to affiliate with health care providers that have policy-based restrictions on care. CFW monitored and discussed this issue throughout the year.

UCSF Women Physician-Scientist Supergroup: Faculty members Sulggi Lee, Bridget Keenan, and Katherine Van Loon joined CFW in March to discuss their Women Physician-Scientist Supergroup and to highlight concerns of women faculty members who are MD/PhDs.

Academic Affairs: CFW strengthened its relationship with the Vice Provost of Academic Affairs (VPAA) by continuing to meet with VPAA Brian Alldredge each year. VPAA Alldredge came to the March meeting and discussed Active Service Modified Duties (ASMDs), the impact of COVID on advancement and promotion, and the need for a COVID-era Faculty Career Support Committee.

Mt. Zion Housing: CFW learned about opportunities for faculty to access housing at the new Mt. Zion facility at its April meeting when Danielle Cambier from housing services presented. There are other locations for faculty housing at 5th Ave, Mt. Zion, Mission Bay, and Tidelands. At the time of the meeting, Mt. Zion had 29 vacant units, and the Mission Bay and Parnassus faculty units had 12 vacant units.

Vaccines for Educators: CFW partnered with the Committee on Family Services, Committee on the Status of Women, and the School of Medicine Faculty Council to write to the Chancellor's Executive Team to urge UCSF to invite San Francisco Unified School District staff to be vaccinated at UCSF sites in hope of expediting a return to in-person instruction at San Francisco's public schools. The February letter is included as appendix 10.

COVID Testing for Dependents: CFW wrote to UCSF Health Executive Vice President of Physician Services Joshua Adler to advocate for improving access to COVID-19 testing for UCSF dependents, and CFW will continue to work on this issue in 2021-2022. CFW's July letter is included as appendix 11.

Hiring Challenges: In anticipation of Human Resources (HR) leadership attending an Executive Council meeting, CFW wrote to Division Chair Majumdar to articulate concerns about the hiring process. The August letter that is included as appendix 12 explains how difficult it can be to bring on new hires and called particular attention to the challenge of preparing a job description that is acceptable to HR. CFW expects Executive Council will discuss these concerns in the fall of 2021 with HR.

MOP and Landed: CFW welcomed Wilson Hardcastle and Nick Alvarado to its June meeting to discuss programs that support faculty housing. The Mortgage Origination Program (MOP) is a fund that assists faculty in purchasing homes to support recruitment efforts. Landed provides homebuying support for all UCSF full-time employees by contributing to down payments and sharing in the profit (or loss) when the property is sold or when the partnership with Landed is ended.

CFW wrote a letter to Chair Majumdar advocating for MOP to gather demographic data about loan recipients after the loans have been issued (appendix 13). CFW was concerned that MOP may not benefit faculty equitably, and demographic data needs to be gathered to know. CFW also wrote a letter to Landed asking Landed to ask program users whether they are faculty members, their rank and series, and their school and department. Landed is a new partner for UCSF, and Landed was not familiar with the distinctions between faculty and staff or the types of faculty members. That letter is included as appendix 14.

IT Security: CFW wrote to Division Chair Majumdar on in May to express concern about the Accellion UC data breach and to advocate for a UCSF town hall about the event that would allow faculty and staff to ask questions and learn about remedial measures. CFW's letter prompted Executive Council to have Associate Vice Chancellor and Chief Information Officer Joe Bengfort and Chair of the IT Governance Committee Kevin Souza speak at the June Executive Council meeting where the suggestion to have a town hall was raised. Then, UCSF hosted a well-attended community-wide town hall on the breach in July. CFW's letter is included as appendix 15.

Proposal to Amend CFW's Bylaws: CFW worked with the Committee on Committees and the Committee on Rules and Jurisdiction to amend Division Bylaw 160 that describes the membership and duties of CFW. CFW successfully advanced a proposal to allow the committee to have seven to ten members instead of seven members, and CFW looks forward to having a larger and more representative committee in 2022-2023.

Retirement, Benefits, and the Health Sciences Compensation Plan: In March, CFW heard from Pamela Hayes from Human Resources to learn about Flexible Spending Accounts. In May, CFW welcomed Professor Emeritus Joel Dimsdale from UCSD to discuss how the Health Sciences Compensation Plan (HSCP) could be improved. In June, CFW coordinated with the Academic Planning and Budget Committee to host a joint meeting with invited guest Chair of the Task Force on Investment and Retirement David Brownstone from UC Irvine.

CFW then wrote a letter to Chair Majumdar and Vice Chair Steven Cheung recommending advocacy efforts related to benefits and retirement for the 2021-2022 academic year. CFW recommended advocating for short term disability benefits for health science faculty, creating a peer retirement counselor position, adding a health science representative to the systemwide Task Force on Investment and Retirement (TFIR), improving the Retirement Administration Service Center (RASC), engaging in outreach and relationship building, and improving education about retirement and benefits. CFW's letter is included as appendix 16.

COVID-era Faculty Career Support Committee: CFW also advocated that UCSF establish a COVID-era Faculty Career Support Committee (appendix 17). This request followed a January letter from Academic Council Chair Mary Gauvain to UC President Michael Drake recommending that each campus create such a committee to "oversee implementation of equity measures to mitigate COVID-era impacts to faculty in a clear and transparent manner." The Division then partnered with leaders in the administration to form such a committee, and CFW looks forward to working in close partnership with the committee in the coming year.

Chancellor's Fund

CFW responded to the hardship faculty experienced from the COVID-19 pandemic by requesting \$70,000 from the Senate's Chancellor's Fund for COVID Relief Grants and \$40,000 to support Campus Life Service's back-up care program for dependents. Executive Council approved the request, and CFW was able to support back up care and distribute \$40,000 to 81 faculty members through the COVID Relief Fund. (CFW will distribute the remaining \$30,000 to faculty members in the fall of 2021.)

CFW requested that faculty members briefly describe how COVID adversely impacted them and explain how they would use up to \$500 for a professional purpose to receive a COVID Relief Grant. CFW summarized the poignant statements from faculty in a June letter to Division Chair Majumdar that is included as appendix 18¹ to this report.

Going Forward

CFW will focus on the following issues in 2021-2022.

- Advocating for an Equitable Recovery from the COVID-19 Pandemic
- Advocating for Greater Racial Justice and Working to Dismantle Structural Racism at UCSF
- Improving the Recruitment and Retention of Faculty, Particularly Under Represented Minority (URM) Faculty
- Supporting Child and Dependent Care
- Improving Policing and Safety at UCSF

Appendices

- Appendix 1: Letter to S. Majumdar re Curtailment
- Appendix 2: Letter to S. Majumdar re Salary Scales Task Force Report
- Appendix 3: Letter Commenting on Research Material Ownership Policy
- Appendix 4: Letter to S. Majumdar re the Gold Book Systemwide Review
- Appendix 5: Letter to S. Majumdar re COVID Vaccination Policy
- Appendix 6: Letter to S. Majumdar re Presidential Safety Plan
- Appendix 7: Letter to S. Majumdar re Increasing Systemwide Health Sciences Representation
- Appendix 8: Letter to S. Majumdar re Salary Freeze Data
- Appendix 9: Letter of Qualified Endorsement for a Physician Assembly
- Appendix 10: Letter on Vaccines for Educators
- Appendix 11: Letter to J. Adler re COVID Testing for Dependents
- Appendix 12: Letter to S. Majumdar re Hiring Challenges
- Appendix 13: Letter to S. Majumdar re MOP Demographic Data
- Appendix 14: Letter to Landed re Faculty Data
- Appendix 15: Letter to S. Majumdar re IT Security
- Appendix 16: Letter to S. Majumdar re HSCP
- Appendix 17: Letter to S. Majumdar re UCFW Recommendations for Campus COVID Committees
- Appendix 18: Letter to S. Majumdar re: COVID Impact Statements (abridged)

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¹ The original version of the letter included all of the COVID-impact statements with identifying information removed. Those statements are not included with this annual report because the annual report is publicly posted.