



OFFICE OF THE PROVOST AND  
EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

OFFICE OF THE PRESIDENT  
1111 Franklin Street, 12<sup>th</sup> Floor  
Oakland, California 94607-5200

October 25, 2021

CHANCELLORS  
EXECUTIVE VICE CHANCELLORS/PROVOSTS

Dear Colleagues:

Enclosed please find the first of two reports from the joint Academic Senate-Administration working group on mitigating the impact of COVID-19 on faculty. I convened the working group this past April at the request of President Michael V. Drake in response to Academic Council recommendations from January 2021 on mitigating COVID-19 impacts on faculty advancement, morale, work-life balance, and dependent care responsibilities.

The intent of this first report, and of the work group's phased approach overall, is to prioritize recommendations that campuses can implement in the immediate and near term. These recommendations are informed by an assessment of work that has already been done across the UC and the work group's consensus on the most acute impacts to faculty. They address the three recommendations ranked as the highest priority by the working group from the Academic Council's fifteen recommendations. These relate to holistic academic review and appraisal, research recovery funding, and campus-level funding for approved teaching duty modifications. The working group will continue its work to address the additional recommendations in detail in its second report, expected in spring 2022.

This report provides campuses with the autonomy to determine the level of this investment or whether a given option needs further customization to meet the needs of the campus. Some investments may be needed to meaningfully implement some of these recommendations and different campuses may have already implemented some of them. As you review the recommendations, I encourage you to consider the return on that investment. Faculty outcomes are central to the University's mission; implementing these measures will both positively impact the excellence and diversity of your academic personnel, benefitting your campus and the system as a whole.

Please share these recommendations with your academic departments, schools, and academic personnel reviewing bodies for their consideration, especially given the upcoming cycle of reviews. If you have any comments or feedback, please send them to my executive assistant at [aimee.chang@ucop.edu](mailto:aimee.chang@ucop.edu).

Sincerely,

A handwritten signature in blue ink that reads 'Michael T. Brown'.

Michael T. Brown, Ph.D.  
Provost and  
Executive Vice President for Academic Affairs

October 25, 2021

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Attachment

cc: President Drake  
Academic Council Chair Horwitz  
Academic Council Vice Chair Cochran  
Vice Provost Carlson  
Vice Chancellors/Vice Provosts for Academic Personnel  
Mitigating Impacts of COVID-19 on Faculty working group members  
Executive Director Baxter