



CHAIR, ACADEMIC SENATE
RIVERSIDE DIVISION
UNIVERSITY OFFICE BUILDING, RM 225

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October 26, 2020

Mary Gauvain, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

RE: [Systemwide Review] Proposal: 2020-21 Curtailment Program

Dear Mary,

The UCR Senate is pleased to provide the attached package of standing committee feedback on the proposed 2020-21 curtailment program. While I will refrain from reiterating the contents of the attached memos, I should emphasize that the Executive Council discussed this proposed program and recognizes the need to make cuts due to the budget; however, members were in agreement that this plan needs more clarity particularly regarding equity among campuses, the amount of money the program will save, and the impacts it will have on diversity.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Jason Stajich".

Jason Stajich
Professor of Microbiology & Plant Pathology and Chair of the Riverside Division

CC: Michael LaBriola, Assistant Director of the Academic Senate
Hilary Baxter, Executive Director of the Academic Senate
Cherysa Cortez, Executive Director of UCR Academic Senate



Academic Senate

COMMITTEE ON RULES AND JURISDICTION

October 14, 2020

To: Jason Stajich, Chair
Riverside Division

From: Nael Abu-Ghazaleh 
Chair, Committee on Rules and Jurisdiction

Re: Systemwide Review of Proposed Curtailment Program

The Committee on Rules and Jurisdiction reviewed the Proposed Curtailment Program for 2020-21 and finds the review item outside of its purview. Therefore, the Committee declines to opine on this item.



Academic Senate

October 23, 2020

To: Jason Stajich, Chair
Riverside Division

From: Hai Che, Chair
Committee on Research

Re: 20-21. SR. Curtailment Program

The committee on research reviewed the 20-21 Curtailment Program. The committee felt that the program needed clarifications regarding exceptions when concerning Vivarium or essential labs, salaries supported by grants, and potential impact on retirement plans. Additionally, the committee would like to know how future cuts will be implemented or if the curtailment days can be staggered rather than consecutively. The committee would also like more concrete details or specific totals on the 5-day curtailment and why this five-day timeframe is a sufficient cost saving measure. The program document is also vague on the potential negative impacts on faculty of different ranks.

From a non-research perspective the committee would also like clarification regarding the impact on faculty during appraisal periods.



COMMITTEE ON COMMITTEES

October 15, 2020

To: Jason Stajich, Chair
Riverside Division

From: Richard Seto, Chair *Richard K. Seto*
Committee on Committees

Re: [Systemwide Review] 20-21 Curtailment Program Proposal

The Committee on Committees has reviewed the proposed 20-21 Curtailment Program. The Committee determined this is outside their purview and therefore chose not to opine.

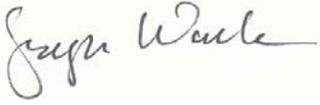


Academic Senate

COMMITTEE ON DISTINGUISHED CAMPUS SERVICE

October 20, 2020

To: Jason Stajich, Chair
Riverside Division

From: Georgia Warnke 
Chair, Committee on Distinguished Campus Service

Re: Systemwide Review of Proposed Curtailment Program

The Committee on Distinguished Campus Service reviewed the Proposed Curtailment Program for 2020-21 and finds the review item outside of its purview. Therefore, the Committee declines to opine on this item.



Academic Senate

COMMITTEE ON FACULTY RESEARCH LECTURER

October 20, 2020

To: Jason Stajich, Chair
Riverside Division

A handwritten signature in black ink, appearing to read "David Reznick".

From: David Reznick
Chair, Committee on Faculty Research Lecturer

Re: Systemwide Review of Proposed Curtailment Program

The Committee on Faculty Research Lecturer reviewed the Proposed Curtailment Program for 2020-21 and finds the review item outside of its purview. Therefore, the Committee declines to opine on this item.



COMMITTEE ON DIVERSITY, EQUITY, & INCLUSION

October 20, 2020

To: Jason Stajich
Riverside Division Academic Senate

From: Xuan Liu, Chair
Committee on Diversity, Equity, & Inclusion

Re: *[Systemwide Review]* Proposal: 2020-21 Curtailment Program

The Committee on Diversity, Equity, and Inclusion (CODEI) discussed the Proposed 2020-21 Curtailment Program at its October 15th meeting. The Committee believes the proposal does not contain sufficient information to comment adequately on its potential impact on campus diversity, equity, inclusion.



Academic Senate

COMMITTEE ON ACADEMIC PERSONNEL

October 20, 2020

To: Jason Stajich, Chair
Riverside Division Academic Senate

From: Yinsheng Wang, Chair 
Committee on Academic Personnel

Re: [Systemwide Review] Proposal: 2020-21 Curtailment Program

CAP discussed the university's proposed 2020-2021 curtailment program. CAP recognizes the financial difficulty faced by our institution and the needs for cost saving. CAP, however, voiced some concerns about the proposed program:

The information provided in the current proposal is rather vague and limited, thereby rendering it difficult for CAP to fully gauge the impact of this program on merit and promotion of faculty and CAP's evaluation of these files in the future.

CAP noted that the current COVID-19 epidemic has already had a substantial impact on faculty research, teaching and service, and as a consequence their merits and promotions. The proposed curtailment will confer additional financial burden on faculty, which will likely compromise faculty morale and in some cases, affect retention of our best faculty.



Academic Senate

COMMITTEE ON ACADEMIC FREEDOM

October 20, 2020

To: Jason Stajich
Riverside Division Academic Senate

From: Frederick Wilhelm, Chair
Committee on Academic Freedom

Re: *[Systemwide Review]* Proposal: 2020-21 Curtailment Program

The Committee on Academic Freedom considered the proposal for a 2020-21 curtailment program. Finding the issue outside of its purview, the committee declines to comment.



Academic Senate

COMMITTEE ON SCHOLARSHIPS & HONORS

October 20, 2020

To: Jason Stajich, Chair
Riverside Division

From: Elizabeth Davis 
Chair, Committee on Scholarships & Honors

Re: Systemwide Review of Proposed Curtailment Program

The Committee on Scholarships & Honors reviewed the Proposed Curtailment Program for 2020-21 and finds the review item outside of its purview. Therefore, the Committee declines to opine on this item.



COMMITTEE ON FACULTY WELFARE

October 20, 2020

To: Jason Stajich
Riverside Division Academic Senate

From: Patricia Morton, Chair
Committee on Faculty Welfare

Re: [Systemwide Review] Proposed 2020-2021 Curtailment Program

The Committee on Faculty Welfare met on October 13, 2020 to consider the proposed campus Curtailment Program for 2020-2021 as outlined in the letter and document from President Michael Drake, dated 10/10/20.

The Committee has many questions prompted by the incomplete and vague nature of the proposal. The proposal lacks details about crucial elements of the plan that have the potential to impact faculty severely. FWC views this plan as a poorly-conceived program to cut faculty salaries without corresponding reduction in duties. We wonder why the University is not using its \$10 billion short-term investments pool to address unquantified economic challenges, instead of reducing faculty salaries and imposing curtailment days.

We object to the lack of transparency regarding the details and pose the following questions, which we believe must be answered and conveyed to University's stakeholders before any such plan is implemented.

What is the target dollar amount expected to be saved by the proposed curtailment program? Will the target vary by individual campuses and units? How are the targets set?

How will the income tiers be determined? Who will set the income tiers? Will they apply to all employees, including staff and faculty, or will they be specific to the type of employment status?

How will the reduction in academic-year faculty salaries be determined? On a per diem basis? As a percentage of salary? Another method?

How will the reduction in salary or increase in curtailment days impact retirement benefits? What types of changes would be made to the University of California Retirement Plan and other policies? Is a Capital Accumulation Provision such as was implemented in the 1990s one of the options?

Is it possible to modify UCPATH adequately and in a timely manner to ensure there will be no payroll disruptions?

What is the total number of vacation hours held by fiscal-year academic faculty? Can they be voluntarily redistributed?

How will this program affect undergraduate and graduate student employees, teaching assistants, postdoctoral fellows, and other non-faculty academic employees, including those belonging to unions?



Academic Senate

COMMITTEE ON PRIVILEGE & TENURE

October 21, 2020

To: Dylan Rodríguez, Chair
Riverside Division

From: Roya Zandi, Chair
Committee on Privilege & Tenure

Re: [Systemwide Review] Proposed 20-21 Curtailment Program

The Committee on Privilege and Tenure reviewed the proposed campus curtailment program for 20-21. The Committee believes the proposal does not fall within P&T's purview, and as such the committee declines to provide any comments.



GRADUATE COUNCIL

October 21, 2020

To: Jason Stajich, Chair
Riverside Division

From: Amanda Lucia, Chair
Graduate Council

A handwritten signature in blue ink, appearing to read "Amanda Lucia".

Re: 2020-21 Curtailment Program

The Graduate Council reviewed the proposal for the 2020-21 Curtailment Program and agreed more review time is needed to provide meaningful feedback.

The proposal states "Unless otherwise exempted, all staff and fiscal-year academic personnel would participate in the program." and "For academic-year faculty, the program would be implemented as an equivalent reduction in salary (based on the salary tiers established under the program) but would not result in additional paid or unpaid time off." It is unclear who exactly is bearing this burden – will upper level administration also participate in the curtailment? Is the burden being distributed equitably?

The proposal states "We will only move forward with a curtailment expansion after implementing other prudent financial savings measures." It would be helpful to know what the 'other prudent measures' are.

It was unclear to the Council why a new process is being designed when UC already has a furlough program in place. Why are time and resources being devoted to reinventing the wheel? It would be helpful to see a discussion of why curtailment is superior at this time to other mechanisms for salary savings.

Lastly, the Council was deeply concerned that campuses and their respective committees were given such a short time period with which to review and discuss this measure. Such action seems to be an attempt to bypass legitimate consultation and discussion.



COMMITTEE ON DISTINGUISHED TEACHING

October 21, 2020

To: Jason Stajich, Chair
Riverside Division

From: Susan Straight *Susan Straight*
Chair, Committee on Distinguished Teaching

Re: Systemwide Review of Proposed Curtailment Program

As the committee composed of Distinguished Teaching professors and charged with recognizing teaching excellence, we have concerns regarding how the proposed “curtailment” plan will impact teaching at the University:

First, although the proposal explicitly states that the curtailment would be scheduled to minimize impacts on teaching, the reality is that any curtailment will negatively impact teaching. Faculty are spending extraordinary amounts of time adapting their courses to remote learning, making it much harder to accomplish other research and service duties. The anticipated forthcoming teaching assistant (TA) reductions will reduce the quality of instruction further and exacerbate the workload on faculty and the remaining TAs. Curtailment will further reduce the time faculty have for teaching and their other departmental duties.

Second, the economic stress of curtailment will distract faculty from their teaching mission. For junior faculty, many polled expressed strong desire for amortization of the curtailment over the long term rather than experiencing a sharper economic hardship of curtailment in a single month. Also, many faculty expressed very strongly that lecturers not be part of an extended curtailment at all, even if it means that some full-time faculty take a larger pay cut. Faculty pointed out that the job security of lecturers is already a deep concern, and “curtailment” would affect lecturers adversely.

Some more senior faculty may have service credits which exceed the maximum for retirement salary, as expressed as a percentage of the highest three consecutive years' salary. If 2020-21 would be the third of the highest paid years for those faculty, they might reasonably consider retiring at the end of the year, saving the campus significant salary expense starting in 2021-22. If the curtailments reduce their 2020-21 base salary, however, the option becomes less attractive and is complicated by guessing how and when that base salary might recover to pre-COVID levels. Factors like this should be included in the specifics of stated goal of avoiding negative impacts to retirement benefits, since it both protects employees near retirement and because the salary savings resulting from retirements may help protect more recent faculty hires and the innovative teaching

they bring to the university. UCOP should consider polling long-serving faculty to gauge likely outcomes, using long-term retirement rate statistics.

Finally, it must be pointed out that proposed curtailment plans for staff are unknown at this time, but staff are already asked to work longer hours, especially during COVID, and have been charged with running multiple departments due to staff shortages and reduced positions. Any proposal that requires staff to either forfeit pay for five days, or to use vacation days to avoid that “curtailment” in pay, would constitute a severe hardship.



Academic Senate

COMMITTEE ON UNIVERSITY EXTENSION

October 22, 2020

To: Jason Stajich, Chair
Riverside Division

From: Maryjo Brounce, Chair *Maryjo Brounce*
Committee on University Extension

Re: Proposed Curtailment Program

The Committee on University Extension has no comment on the proposed curtailment program under the auspices of the Committee's charge of University Extension.

October 22, 2020

To: Jason Stajich, Chair
Riverside Division

From: Theodore Garland, Jr., Chair, Executive Committee
College of Natural and Agricultural Science



Re: Systemwide Review - Report Review: Proposal: 2020-21 Curtailment
Program Agenda

The Committee supports the intention of the Program, i.e., the tiered system protecting the lower-paid people on our campuses.

The Committee notes that the Proposal lacks detail about key issues needed in order to be able to make informed comments on this proposal. The proposal lacks clarity in both the implementation and, importantly, the budget impacts on UCR. Regarding implementation, it was unclear if each employee would choose their own curtailment days, or are curtailment days imposed on the whole campus?

The difference between curtailment, furlough and pay reduction is not clear. The documents implies that the effective pay cut is not likely to become permanent, and that there would be no impact on retirement benefits, if curtailment versus the other mechanisms is used to achieve the personnel cost reductions in light of budget reductions. But the language “The University would seek changes to the University of California Retirement Plan or other policies, as needed, to avoid negatively impacting employee retirement benefits” does not mean that those changes are assured.

Furthermore, the proposal states at least 5 additional curtailment days, and the Committee is concerned about how many days it will actually be at UCR, and where that curtailment cost savings would be recovered – at the campus or Systemwide. The Committee was concerned that UCR might impose more curtailment days than other campuses, and also that the budget savings would not accrue directly to UCR. This is especially concerning because UCR is underfunded. Information was lacking about what amount of a projected budget shortfall at UCR could or would be addressed through a Curtailment program.



October 22, 2020

To: Jason Stajich, Chair
Riverside Division

From: Katherine Kinney, Chair 
Committee on Planning and Budget

RE: Proposed Curtailment Program

The Committee on Planning and Budget discussed President Drake's Proposed Curtailment program at our regular meeting on October 20.

The Committee agrees with President Drake that the "scope and scale" of the financial challenges makes short-term reduction in payroll costs a potentially useful and perhaps necessary response, especially if it relieves pressure to reduce faculty and staff lines through attrition and layoffs.

The time period for review did not allow us to come to consensus on all issues, so we offer the following questions and concerns:

- 1) Is an actual curtailment being proposed, or is this a furlough by another name? If so, why? According to the proposal, curtailment refers to a period of leave without pay in which operations and thus work are greatly reduced. We ask for clarification on the degree to which work as well as pay will be curtailed.
- 2) We suggest the proposal include metrics be put into place to track the losses incurred as a result of curtailment. For faculty this could include: diminished research and publication productivity, decreased contact and instructional time for students, diminished university and professional service, loss of time for writing grant proposals, etc.

- 3) The question of applying curtailment to instructional days is a complex one, which elicited different responses from the members of the committee. One group believes that there needs to be realistic commitment to applying curtailment to instructional days if, as seems very likely, the workload of teaching faculty, especially lecturers and adjunct faculty, will almost certainly increase. Cancelling even one day of instruction would be a recognition of the seriousness of this step. More importantly, a reduction of instructional days is not the only negative impact, nor necessarily the most serious one, students will experience. Other members see instruction as the faculty's primary responsibility, which should be protected as long as possible. There is also the danger that applying curtailment to instruction days would start a downward spiral: students may request refunds on tuition; Sacramento would have to cut budgets even deeper, and so on.
- 4) The majority of the committee supports the proposal's tiered approach. A minority expressed the concern that a tiered approach could be misused to open a pathway for targeting faculty selectively based on other metrics and other measures. From this perspective, it is suggested that curtailment should be applied equally across the board so that no one or no group can be selectively targeted. Other members believed that the tiered approach should be strengthened. Faculty do not accrue vacation time and so cannot use it to mitigate impact at any salary range. Therefore, should junior faculty be exempt, or placed in a separate "tier" given their greater vulnerability to an interruption of their career trajectory? How will lecturers and adjunct faculty be affected?
- 5) The proposal emphasizes flexibility, requiring every campus to institute five additional curtailment days with the option of designating more. Policy guidance on how and when curtailment days will be created will guarantee employees and units can prepare for the reductions. We are most concerned that no endpoint for the program is defined in the proposal. Flexibility is one thing, but an open-ended ability to increase the number of curtailment days is difficult to support. We recommend including a sunset date for the program that would require new action to extend curtailment beyond a specific point in time.



COMMITTEE ON PHYSICAL RESOURCES PLANNING

October 22, 2020

To: Jason Stajich, Chair
Riverside Division

From: Ben Bishin, Chair
Committee on Physical Resources Planning

Re: Systemwide Review: Proposal 2020-21 Curtailment Program

The Committee on Physical Resources Planning reviewed the Proposal 2020-21 Curtailment Program. Members responded with the following:

Some members oppose the curtailment program while others are open to curtailment as part of a strategy to address the budget issues.

Curtailment will have a detrimental impact on maintaining physical resources as planning would be interrupted by the apparent ad-hoc taking of curtailment days by many people who "do not conform to standard conventions of days "at work" or "off work."

From a broader view, this seems like an appropriate approach to consider given the massive cuts the university is facing. But given the current lack of specific proposed curtailments it is hard to assess what the adverse impacts on physical resources might be.

It seems as though many of those directly affected would not be expected to actually curtail activities (e.g., academic faculty) who would just take this curtailment in the form of salary cuts. For those workers, the proposal seems to lie outside the committee's jurisdiction. This aspect of the plan would seem to lie outside of the committee's jurisdiction given the undefined portions of the plan.

The document states that "Campuses would identify essential workers who would be exempt from the program" presumably because their work is important. However, later it is stated that "Exempt employees will not be allowed to perform any work during the curtailment period in order to comply with provisions of the Fair Labor Standards Act (FLSA)." These two statements seem to conflict each other.

Will each campus be responsible for how to implement the curtailments? Who will be exempt, etc., but the process by which each campus will make these decisions (e.g., presumably some working group or groups would be formed?) is also not stated in the proposal.



Academic Senate

COMMITTEE ON UNDERGRADUATE ADMISSIONS

October 23, 2020

To: Jason Stajich, Chair
Riverside Division

From: Sheldon Tan, Chair 
Committee on Undergraduate Admissions

Re: Systemwide Review - Proposal: 2020-21 Curtailment Program

The Committee on Undergraduate Admissions reviewed the Proposal: 2020-21 Curtailment Program and did not have any concerns as it relates to the Committee's charge of undergraduate admissions.



COMMITTEE ON PREPARATORY EDUCATION

October 23, 2020

To: Jason Stajich, Chair
Riverside Division

From: Jingsong Zhang, Chair
Committee on Preparatory Education

A handwritten signature in black ink, enclosed in a thin black rectangular box. The signature appears to read "Jingsong Zhang".

Re: Systemwide Review: Proposal 2020-21 Curtailment Program

The Committee on Preparatory Education reviewed the amended Proposal 2020-21 Curtailment Program. Members responded with the following:

The committee notes that in order to "curtail" staff wages and workdays it requests a commensurate adjustment to deadlines, paperwork, and all the other support that will impact students, especially to all the procedures for preparing and admitting students. If staff take five unpaid days without some leniency given to the deadlines and amounts of work they will actually administer, then the curtailment will negatively affect students and prospective students. The curtailments need a supporting context.

The committee also notes that any forthcoming curtailments for faculty be similarly contextualized. If waged staff are being asked to stop working for five days, then the same principle should be applied to faculty. Since faculty are not typically able to simply stop ongoing research, teaching, and service obligations, those who propose these curtailments should lessen faculty responsibilities, the expectations for their productivity, and so on, commensurate with any proposed curtailments. Curtailment implies that there will be a reduction in responsibilities or workload. It is unclear how that will work for faculty. The proposal does not seem open to a curtailment of teaching responsibilities or even University service, so it seems that the faculty can only curtail their research. Yet, that could have negative consequences to faculty's career progress. This proposal needs further development.

The proposal is vague. Its aim is to allow campuses to save money through salary savings, but significant details are lacking. Will 11-month faculty be permitted to use their vacation days while 9-month faculty, with no vacation, have no option but unpaid days? How would the accounting be handled? What would the estimated savings be? Would this impact quarter system campuses differently than the semester system campus, with our shorter winter break?

“For academic-year faculty, the program would be implemented as an equivalent reduction in salary (based on the salary tiers established under the program) but would not result in additional paid or unpaid time off.” Can academic-year faculty use their research grants to pay the 5-day curtailment or compensate the portion of salary loss/reduction? Please consider that academic faculty’s job function in research/teaching/service never stops with or without curtailment. If the curtailment does not reduce faculty teaching/service, it essentially asks to jeopardize faculty research programs and student training/mentoring or keep working without pay.

What does it mean “based on salary tiers”? The same percentage of cut for everyone or different percentage for each person? How is that determined to ensure transparency, fairness, and accommodation of family needs of disadvantaged/vulnerable faculty groups?

The committee is also concerned that a fundamental reason underlying the financial distress of UCR is the inequitable distribution of money to campuses by UCOP. Our campus would be more likely than other campuses to need to recoup salary savings from personnel. One of the impacts will be to further exacerbate the salary inequities between our campus and others, not to mention the impact on our students.

Professional Staff	258	76	69	174	42	130	43
Support Staff	114	58	106	201	53	113	94
Student Assistants	132	29	28	101	22	47	41
Total Materials Expenditures	\$21,588,999	\$8,860,434	\$9,093,617	\$18,479,203	\$4,166,138	\$8,024,138	\$6,044,229
Total Library Expenditures (minus benefits)	\$59,041,585	\$22,127,010	\$22,727,972	\$59,149,679	\$13,016,768	\$30,672,107	\$20,508,706

Graph Credit to [Steven Mandeville-Gamble, University Librarian](#)

Similarly, UCR Technology Information is deeply understaffed and overworked. when compared to other UC's. In a Central IT Staffing Comparison of ratios of ladder-rank faculty + students to central IT staff, by campus, it showed 83/1 (UC Santa Cruz), 97/1 (UC Irvine), and 181 (UC Riverside). UCR is already requiring IT staff to serve twice as many students per staff member.

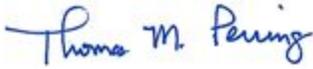
The point is that UC Riverside (especially compared to other UC's and compared to other Libraries and IT Services) is stretched very thin. These proposed cuts and furloughs (which is what these curtailments truly are) would deeply affect already overburdened services within an already overtaxed institution.



COMMITTEE ON MEMORIAL RESOLUTIONS

October 23, 2020

To: Jason Stajich, Chair
Riverside Division

From: Thomas Perring 
Chair, Committee on Memorial Resolutions

Re: Systemwide Review of Proposed Curtailment Program

The UCR Senate Committee on Memorial Resolutions appreciates the opportunity to comment on the proposed curtailment program. We applaud the basic values of the Office of the President to take a measured approach, protect jobs, develop a plan based on income level, spread the impact over all campuses and locations, and maintain flexibility.

First it is clear that UC has suffered tremendous economic loss in the Covid shutdown, but it is not clear what reserves the University has to apply to the crisis. We refer to a letter sent to Chancellor Wilcox on September 22, 2020, from the Board of the Riverside Faculty Association. In that letter, there is reference to the University being financially well-positioned, having sufficient “rainy day” funds to weather tough economic times. Whether they are sufficient enough is unknown and the financial situation of the University and of each campus should be clearly stated. Otherwise, it will be difficult to get system-wide buy-in.

Our comments to the curtailment proposal are:

1. While it was stated that curtailment periods would not adversely affect instruction or clinical operations, and there could be exemptions for “medical/clinical staff, or staff deemed essential for the health and safety of students and employees, such as staff needed for COVID deep-cleaning of facilities,” we point out that there also are critical research programs underway, some of which depend on live plants and animals that must be cared for daily. You note in the considerations that “it will be challenging for some employees to take full advantage of curtailment days due to the nature of their work obligations.” We want to emphatically state that shutting down some programs is not just challenging, but would be devastating to the research. Our recommendation is that definition of “essential workers” be defined by Departmental units who know their research programs best.

2. We support the tiered aspect of the program as higher paid employees can weather a 5 day pay cut while lower paid employees cannot. Of course, the details will determine the fairness of the program. We also note that within any pay category (even high ones) employees may have

circumstances where a 5-day pay cut could cause undue hardship. Therefore there should be a petition process for employees who have valid reasons to be exempt from the pay adjustment.

3. While not part of the proposed plan, employees in the high-pay categories may be inclined to support a fund for lower paid employees. Details would have to be worked out, but it is worth considering.



Academic Senate

COMMITTEE ON COURSES

October 23, 2020

To: Jason Stajich, Chair
Riverside Division

From: Ming Lee Tang, Chair 
Committee on Courses

Re: Proposed Curtailment Program

The Committee on Courses reviewed the proposal for a curtailment program and understand the need for a minimum of an extra five days of curtailment for the fiscal year 2020/2021. However, the Committee noted concern that the proposed curtailment from December 21 to 23, 2020 would be extremely disruptive as departmental enrollment managers, the Registrar's office and faculty would not be available to process student grades and respond to appeals and questions. This is the result of the December 21 deadline for Fall 20 grade submissions, which is immediately after the conclusion of finals week on December 18. Enrollment in Winter 2021 classes hinges on fulfilling prerequisites satisfied in Fall 2020, which is in turn dependent on final exam scores being entered by the December 21 deadline. The Committee recommends that if curtailment must be imposed from December 21 to 23, that the burden fall only on administrators, staff and faculty not directly involved in instruction or the support of UCR's teaching mission.



School of Medicine
Division of Biomedical Sciences
Riverside, CA, 92521

October 22nd, 2020

To: Jason Stajich, Ph.D., Chair, Academic Senate, UCR Division

From: Declan McCole, Ph.D., Chair, Faculty Executive Committee, UCR School of Medicine

Subject: SOM FEC Response to the Proposal on *2020-21 Curtailment Program*

Dear Jason,

The SOM Executive Committee reviewed the Proposal: on *2020-21 Curtailment Program* submitted by the UC President Michael Drake. The FEC acknowledges that while this is a measured response, the difficulties of the financial situation of the UC will require a certain amount of 'hurt' to be experienced by all campuses and faculty. We applaud the very conscious efforts to explain that this is a discussion document and not a dictate.

The following discussion points were raised:

- We endorse the tiered approach.
- The document is vague and open-ended by design. There was concern that acceptance of a five-day curtailment introduces 'a floor' rather than 'a ceiling' of unpaid time off.
- There was also concern as to how will research core facilities personnel be affected as this will have potential unforeseen impacts on multiple faculty and lab staff.
- Additional clarity on potential impacts on retirement/pension plans would be welcomed.

Yours sincerely,

A handwritten signature in cursive script that reads "Declan McCole".

Declan F. McCole, Ph.D.
Chair, Faculty Executive Committee
School of Medicine



Academic Senate

COMMITTEE ON EDUCATIONAL POLICY

October 23, 2020

To: Jason Stajich, Chair
Riverside Division

From: Stefano Vidussi, Chair 
Committee on Educational Policy

RE: Proposed Curtailment Program

The Committee on Educational Policy reviewed the proposal for a curtailment program and the general sentiment of the Committee is that the proposal provides insufficient details on how the proposed program will in fact be implemented so as to guarantee the proposed goal of a reduction in salary so that the highest paid faculty receive the largest percentwise reduction in salary. Members support the idea that the proposed reductions are temporary; permanent reductions would have a very negative effect on retirement income, although it has been observed that a timeframe in the proposal for the implementation of these measures would be useful. Concern is noted that if salary cuts are enforced, they should be distributed along the Academic year so that not to cause a sudden significant drop in monthly income, which would disproportionately affect employees with lowest salaries. Members support the idea that curtailment days should be chosen strategically so that they do not adversely affect instruction; for instance, in order to avoid excessive workload for the staff during the regular terms, curtailment in mid-summer may minimize negative impact. Some members recommended that changes to the academic calendar should not reduce the length of instruction. Additionally, some members observed that the curtailment of any administrative activities that support education and student services must be specified and is likely to have some negative effects. In general, the expectation is that any curtailment is likely to directly or indirectly cause a negative impact to the quality of instruction and scholarly activity, especially keeping in mind that the passage to distance instruction is extremely time consuming.



Academic Senate

COMMITTEE ON INTERNATIONAL EDUCATION

October 23, 2020

To: Jason Stajich, Chair
Riverside Division

From: Heidi Brevik-Zender, Chair *Heidi Brevik-Zender*
Committee on International Education

Re: Systemwide Review: Proposal: 2020-21 Curtailment Program

The Committee on International Education reviewed the Proposal: 2020-21 Curtailment Program at their October 22, 2020 meeting and note that the document is vague. The committee has the following questions/feedback:

- 1) How is curtailment different from furlough in relation to benefits?
- 2) What is the maximum curtailment period?
- 3) Is the curtailment program temporary (just for this academic year) or is this going to occur for several years?
- 4) The committee would like clarification if the curtailment is in addition to the 10-15% budget cuts already being asked of departments.
- 5) What is meant by "Depending on the curtailment periods, changes to the academic calendar may be required"?
- 6) Efforts to ensure that higher-compensated employees shoulder a greater burden are warranted and having a plan that is progressive and tiered is appreciated.
- 7) Compensating faculty impacted by curtailment with sabbatical credit would be appreciated.

October 22, 2020

To: Senate

From: School of Business Executive Committee

Re: [Systemwide Review] Proposal: 2020-21 Curtailment Program

The School of Business Executive Committee discussed the above document. During the discussion, some concerns were raised, which are detailed below:

1. The document specifies a minimum of five curtailment days but does not specify a maximum period of curtailment, raising concerns about the number of curtailment days that employees in higher-income tiers may be faced with, given the expectation of a progressive curtailment program.
2. While the curtailment program talks about avoiding a negative impact on employee retirement benefits, there were concerns about how the lower salary resulting from curtailment would impact the pension of a soon-to-be retiring employee, whose pension would be based on the highest salary drawn over 36 contiguous months of service.

October 25, 2020

TO: Jason Stajich, Chair
Academic Senate

FROM: Philip Brisk, Chair 
BCOE Executive Committee

RE: Systemwide Review of Proposed Curtailment Program

Dear Jason,

On October 15th, the BCOE Executive Committee reviewed the proposed campus curtailment program for the 2020-21 academic year. Despite structural deficits due to lower per-student funding from UCOP compared to peer UCs over the long term, UCR has achieved the same levels of academic excellence, and in addition, has achieved the distinction of being the number-one university in the nation for social mobility. UCR is facing long-term challenges that are unique to its position; curtailment may provide short-term help, but does not address UCR's current budgetary situation, and does not address the ultimate crisis on the horizon, which is that academic units are presently facing 10-15% cuts in their budgets that may decimate both the teaching and research mission of the University.

The general sentiment of the Committee was that the proposal was unnecessarily prescriptive: we are all aware that budget cuts are on the horizon, but it is unclear why it would not be preferable for each UC Campus to chart its own path, leveraging existing shared governance structures between the Administration and Senate Division. While extended curtailment is a worthwhile option to consider, and may be the correct choice for some, if not all UC campuses, the decision is best made locally in accordance with the mission and finances of each individual campus. Each campus should be afforded the opportunity to be strategic and to look at the strengths, weaknesses, and needs of specific programs, and to develop creative new revenue scenarios for the immediate and distant future. Rather than prescribing curtailment as mandate, a more palatable alternative would be to specify upper limits on what Chancellors can do.

- The Committee recognizes the need for budgetary adjustment in the fact of COVID-19, but it seems premature to start making structural adjustments:
- It is challenging to predict the anticipated duration of the pandemic and whether or not society will be able to eventually adjust.
 - Why is curtailment being proposed now as a short-term measure, as opposed to making a more substantive longer-term plan?
 - We want to make sure that we do not handicap ourselves long-term over a problem that many not fully materialize.
- How much money is projected to be saved through curtailment?
- Why is no substantive information about budgets provided?

Additionally, the Committee would like to advise that some aspects of a blanket curtailment may be counterproductive from a budgetary perspective. Several BCOE constituents pointed out that UCR temporarily froze construction in response to the 2008-2009 economic downturn; the net result was that UCR actually lost money due to the overhead of temporarily stopping and restarting construction projects after just a few weeks. No activity should be curtailed unless there is reason to believe that financial savings can be accrued.

Beyond that, many aspects of what is being proposed in the memo are exceptionally vague; as such, it is not possible to adequately evaluate and provide substantive feedback on the technical details of the proposal. The following comments, questions, and recommendations reflect an earnest attempt to understand the curtailment proposal, and highlight issues that the Committee, considered to be particularly relevant:

- It is not possible to evaluate the proposal without knowing the following:
 - What will be the cutoffs for salary tiers?
 - Who may and may not use accrued time?
 - Who will make the determination and how will it be made?
 - Will the determination process be top-down or will it involve shared governance?

- How are income levels determined?
 - This is particularly challenging when assessing faculty income, due to there being multiple salary scales as well as off-scale salary.
 - It is unclear whether or not this proposal would affect the rate that faculty are paid during the summer, e.g., through extramural research grants.
 - The Negotiated Salary Trial Program (NSTP) creates an additional set of challenges that have not been thought through. NSTP for 2020-2021 has already been negotiated, and legally cannot be changed for the year.
 - Would faculty receiving NSTP be exempt from curtailment?
- Curtailment is by definition temporary; a reduction in salary is by definition permanent. With respect to faculty salary, it is unclear if what is being proposed here would be implemented as a reduction in salary or as furloughs.
 - Furloughs are preferable, as they ensure that summer salary and negotiated salary are not affected.
- Will curtailment impact healthcare in any way?
 - This includes any of the UC-negotiated healthcare plans, not just UC Care.
- Researchers on soft money positions who are funded exclusively by extramural grants should not be curtailed!

While the BCOE Executive Committee represents the Faculty, the Committee recognizes that staff issues are critical to university operations. The Faculty has the following concerns:

- It is not possible to evaluate the proposal without knowing the following:
 - Who will determine which curtailment schedules do or do not adversely affect instruction or clinical operations?
 - Many staff perform functions that are critical outside of the dates that comprise the quarter, including during the Winter and Spring breaks.
 - What is the timeline to make the determination?
 - What is the time period in which curtailment is expected to be used?
 - By the end of the fiscal year?
 - Within 12 months?
- A minimum of five days of additional curtailment was proposed. What is the rationale for this specific number?
- Concentrating curtailment days to a specific month will create significant hardships for all employees (not just faculty) who do not have savings to draw upon.
 - Curtailment of 1 day per month over five months would be much easier to withstand compared to curtailment of 5 days within a single month.
 - This is especially true during the Holiday season, where family-related expenses typically increase.
 - As much advance notice as possible of any specific curtailment decision will help employees plan for reduced income.

October 23, 2020

TO: Jason Stajich, Chair
Riverside Division

FROM: Lucille Chia, Chair *Lucille Chia*
CHASS Executive Committee

RE: Review of Proposed Curtailment Program

The CHASS Executive Committee's discussion included the following points. This memo would have been longer if it had been able to address specific details about the curtailment, but such details are absent in the proposal we reviewed. It is very difficult to give full feedback with limited information.

“Curtailment” as described in the proposed program sounds very much like “furlough” in earlier times when the UC system faced financial difficulties. Moreover, “The proposed curtailment program . . . intended for consideration and discussion. A final decision will come after a 30-day period of consultation with internal UC stakeholders.” This 30-day period seems rather short, and we feel that to know possible options considered in these already near-final decisions would have made our deliberations more meaningful.

Important details **not** clarified or specified include:

1. The minimum curtailment period is set at 5 days, but what is the maximum? For how long would this longer curtailment be in effect? Will this be a system-wide decision, or one for each campus to determine? Will this curtailment affect time in service, which ultimately affects retirement?
2. The curtailment program would be progressive based on income level, based on a tier-plan. What are the tiered cut-off points? Since this is an important aspect of the program, the impact of the progressive approach needs to be defined for employees.
3. Curtailment is explained as a period of leave, typically unpaid, instituted in connection with the suspension of certain operations for defined periods of time. What are the targeted areas of shutdown? How does this include those in a remote status? How does this affect campus operations? Does curtailment refer to a block of time or two days a month (effectively a furlough)? Will curtailment periods occur each quarter?

“Depending on the curtailment periods, changes to the academic calendar may be required.” Please clarify.

4. The full curtailment plan must clarify the short-term and long-term effects for UC employees. For instance, just one sentence in the proposal addresses retirement, but it is very vague and unclear as to how the employee's retirement would be protected.

5. *"We will take a measured approach. We will only move forward with a curtailment expansion [oxymoron?] after implementing other prudent financial savings measures."* **What are these?**

--"Reference to salary" and "pay" below are intended to refer to base pay and similar forms of regular pay and stipends. . ." What about both before- and after-tax deductions and employer-paid benefits? How will these be affected by the curtailment?

6. The staff and faculty will be affected differently by any proposed "curtailment," but these differences are not clearly stated in the proposal.

--Employees will be required to take a minimum of 5 curtailment/furlough days, with the number of required days increasing according to pay scale. Without any draft of what that rubric might look like, we have no idea as to the maximum number of days some employees would be required to take. Many staff would be vulnerable to unadjusted expectations about their responsibilities, and their curtailment days might well be spent working to meet those responsibilities.

--Faculty would be subject to pay cuts that would be based on pay-per-day in accordance with salary tiers that have not been clearly defined. Moreover, given the complex time requirements of faculty teaching, research, and service (as in "shared governance") responsibilities, reduction in pay would not be commensurate with any reduction of expectations for faculty work. Thus, the sentence "It will be challenging for some employees to take full advantage of the curtailment days due to the nature of their work obligations" states the obvious with a dollop of obfuscation.

--Faculty members have been encouraged to proceed with going up for merits, promotions, and other personnel actions, which require much effort and time compiling their e-Files. How will the curtailment affect these personnel actions?

7. Finally, brutal honesty compels us to point out, yet again, that while the proposal implies that the curtailment measures would be spread out evenly across all UC's, this further exacerbates the vast differences among the ten campuses. UCR is far more deeply understaffed and under-resourced than UCLA, UC Davis, or UC Irvine. Asking UCR to make the same cuts or the same percentage of cuts would put even more strains on a strained institution.



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TO: Jason Stajich, Chair
Riverside Division

FR: Richard M. Carpiano, Chair
Executive Committee, School of Public Policy

RE: [Systemwide Review] Proposal: 2020-21 Curtailment Program

Date: October 23, 2020

The Executive Committee of the School of Public Policy reviewed the Proposal document for the 2020-21 Curtailment Program (“Proposal: 2020-21 Curtailment Program”). Overall, members noted that, as detailed in the proposal document, the lack of specific details made it difficult to evaluate and provide sufficient feedback. Notably, some unclear details included the number of days beyond the minimum of five and the lack of identification of salary tiers.



Academic Senate

COMMITTEE ON CHARGES

October 20, 2020

TO: Jason Stajich, Chair
Riverside Division

FR: Richard Smith
Chair, Committee on Charges

Re: **[Systemwide Review] Proposal: 2020-21 Curtailment Program**

The Committee on Charges has reviewed the proposed 20-21 Curtailment Program. The Committee determined this is outside their purview and therefore chose not to opine.