New Department Chair Orientation
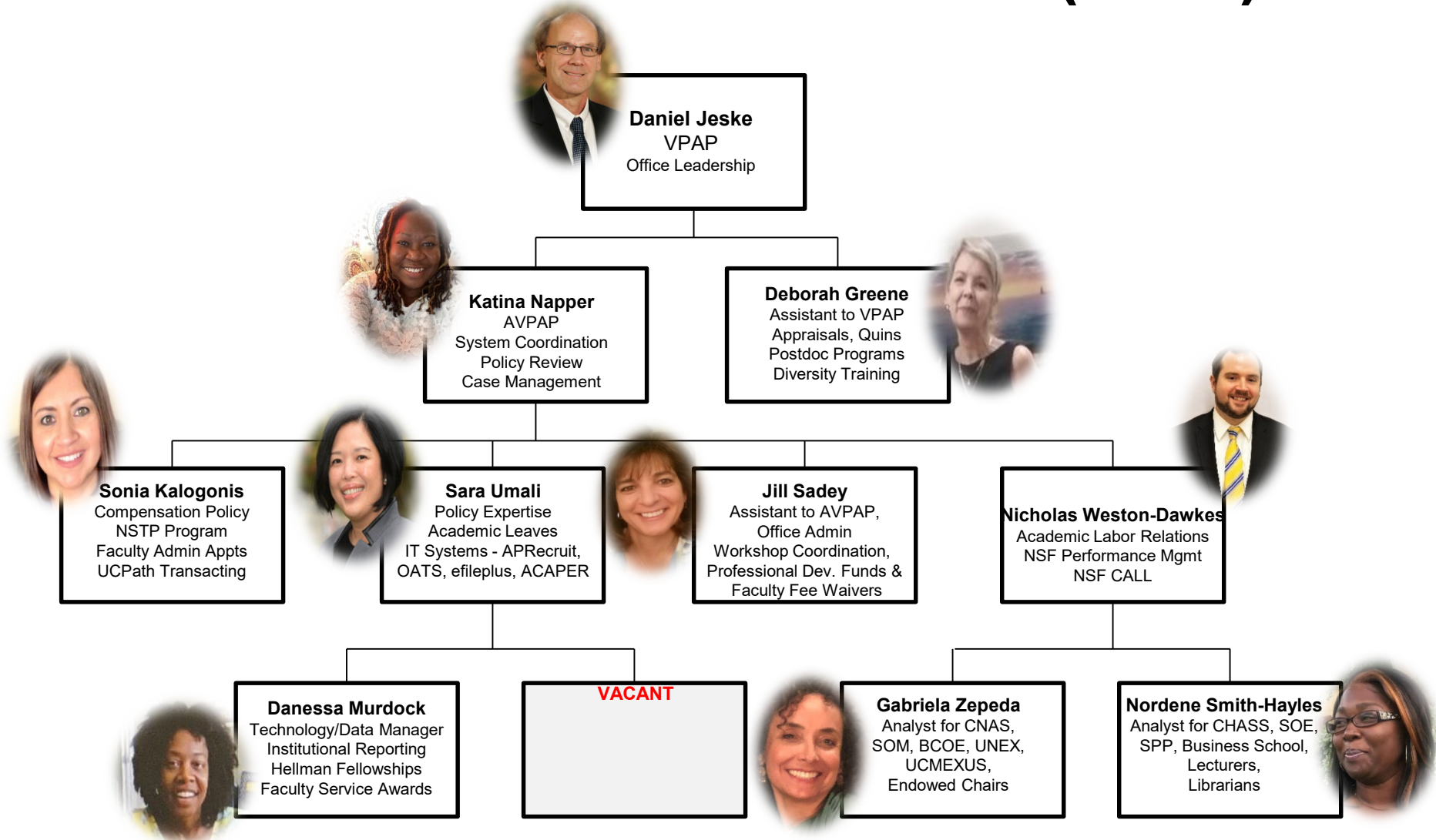
October 1, 2021

Daniel R. Jeske
Vice Provost for Academic Personnel

Agenda

1. The Academic Personnel Office

2. Merit and Promotion Reviews

3. Policies

4. Tips and Suggestions

Academic Personnel Office (APO)

Daniel Jeske
VPAP
Office Leadership

Katina Napper
AVPAP
System Coordination
Policy Review
Case Management

Deborah Greene
Assistant to VPAP
Appraisals, Quins
Postdoc Programs
Diversity Training

Sonia Kalogonis
Compensation Policy
NSTP Program
Faculty Admin Appts
UCPath Transacting

Sara Umali
Policy Expertise
Academic Leaves
IT Systems - APRecruit,
OATS, efileplus, ACAPER

Jill Sadey
Assistant to AVPAP,
Office Admin
Workshop Coordination,
Professional Dev. Funds &
Faculty Fee Waivers

Nicholas Weston-Dawkes
Academic Labor Relations
NSF Performance Mgmt
NSF CALL

Danessa Murdock
Technology/Data Manager
Institutional Reporting
Hellman Fellowships
Faculty Service Awards

VACANT

Gabriela Zepeda
Analyst for CNAS,
SOM, BCOE, UNEX,
UCMEXUS,
Endowed Chairs

Nordene Smith-Hayles
Analyst for CHASS, SOE,
SPP, Business School,
Lecturers,
Librarians

Two Important Documents

1. **System wide document**
   Academic Personnel Manual – Section-210
   (commonly referred to as APM-210)

2. **Local UCR document**
   The CALL

The CALL

- UCR's implementation of APM-210

- Offers more specific guidance on review criterion and the steps involved in assembly a file, and the review process of the file.

- Each year The CALL is potentially updated to address new policy and or specific circumstances that need clarification.

- The AY21-22 CALL includes a front addendum entitled "ACADEMIC PERSONNEL AND COVID-19." This addendum provides guidance to address the impact the covid-19 pandemic will have on the personnel review process.

The CALL

Selected Topics from the CALL

1. Flexibility
2. Grants
3. Department Research Statements
4. Book Disciplines
5. Service Roles
6. Teaching Evaluations
7. Professor of Teaching Series
8. DEI Contributions
9. Additional O/S
10. Placement at Higher Steps
11. COVID Accommodations
    - Extra STC
    - COVID-IMPACTED Merits
    - Retroactive Salary Increases at Promotions

5th Year Appraisals

1. Typically, at the beginning of their 5th year an Assistant professor, will put together a file that will not result in either a merit or a promotion and is entirely to provide advice on progress towards tenure – this is called the "the 5th year appraisal".

2. The outcomes of the appraisal could be:

   - positive – seems good progress towards a positive tenure decision

   - qualified positive – some areas good, but some deficient and in need of improvement

   - Negative – not on track – can still make tenure

Joint Appointments

1. Should have an MOU between the departments to protect the candidate.

2. Thing to consider in the MOU include issues pertaining to administrative services, teaching, and space.

3. For purposes of the personnel review of joint appointees, one of the departments will be considered as the home department.

4. It is the responsibility of the Chair of the home department to arrange to have all information collected in a single file which can be reviewed by both departments.

5. Each department will independently evaluate the candidate and make a recommendation,

Review of Faculty Administrators

1. For faculty who have administrative appointments that are less than 100%, refer to APM-241, which stipulates that scholarly activity is expected to continue at a proportionate level that would allow for normal progression.

2. For faculty with administrative appointments at 100%, refer to APM-246, which stipulates that formal academic review procedures in APM-210 apply.

More Pertinent to Department Chairs

1. It is expected that Chairs will remain active in teaching and research, however, a chair that discharges duties as chair will have less time for that and it is appropriate to award merit for demonstrated excellence in service as chair when accompanied by evidence of continued productivity (APM-245)

2. Advancement beyond Step V of the Professor rank or to an above-scale salary are advancements of greater significance than promotion and merit increases up to Professor Step V and should require substantial justification beyond excellence of administrative service (APM-245)

Department Meeting

1. Plan ahead for maximal attendance

2. Must be face-to-face (zoom is ok) meetings

3. Attendance is considered part of faculty member's service responsibility

4. Ensure everyone feels comfortable and has the opportunity to speak

5. Consider the order in which people may be given the floor

6. Absentee voting, if necessary, must occur before the meeting.

Advice on Department Letters

1. The departmental letter should analyze the materials included in the file and describe the **significance and impact** of the teaching, research, and service contributions.

2. Research and other creative activity should be **subjected to critical analysis**, not merely enumerated, and should be considered in terms of the significance and quality of contribution that the work makes to the scholarly field

3. The department may utilize statistical information (e.g. journal rankings, impact factors, citation reports, etc.) as **supplementary information** to help evaluate the quality and impact of the candidate's scholarly activity.

4. Any recommendation for an additional O/S or acceleration in step must be **explicitly and separately justified** (and voted on).

5. An evaluation of the **importance, variety, and commitment** to service activities is very helpful

Bylaw 55

1. Extension of voting rights

2. Participation in discussion without voting

3. Advisory voting

4. Don't forget to include Professor of Teaching

APM-025

1. Required annual reporting of conflict of commitment and outside activities.

2. Reporting through OATS is required

3. Merit file review depends on certifying completion of reporting.

APM-075

1. Procedures for termination based on incompetent performance

2. Initiated by the VPAR at the request of the Chair or Dean. Others parties, such as CAP or VPAP, can discuss with Chair/Dean the possibility of initiating procedure.

3. Requires significant participation by Department

4. Procedure takes a couple of years or so

Faculty Absences

1. In normal circumstances (absent of a pandemic) academic-year appointees are expected to be present on campus from beginning of fall quarter to end of spring quarter.

2. Any faculty member returning after the start of fall quarter, or leaving before the end of spring quarter, should apply for a leave of absence, using form UPAY 573

3. If a faculty member is to be gone for 7 calendar days or more, the UPAY 573 form is required to be filed so that chair is aware and so that the faculty member is covered by workers compensation.

4. If a faculty member is to be gone for 30 days or more during the academic year, a request with justification has to have prior approval from VPAP.

Hiring

1. Academic Hiring Toolkit is available at APO website

2. Hiring Salaries

    •   Dean is final on O/S increment up to 25% of the base salary

    •   Proposed O/S increments above that require approval by VPAP

    •   Think carefully about size of O/S increments with respect to equity. Make sure you take into account the value of tenure if that is part of the offer, and take into account the relative costs of living.

Family Accommodations for Childbearing and Childrearing

1. For childbirth a birth mother is entitled to

    - One quarter of paid childbearing leave if childbirth during academic year, plus two quarters of Active Service Modified Duties (ASMD)
    - Or if childbirth is during the summer, three quarters of ASMD

2. A non-birth parent is entitled to either:

    - 1 quarter of ASMD provided they declare they are responsible for at least 50% care of the child, or,
    - 1 quarter of Parental Leave

3. Aside from the above Paid Medical Leave is also potentially available.

Stop-The-Clock

1. Most frequently used for birth/adoption of a baby (both parents)

2. Also available for unusual circumstances such as severe illness, or substantial interference with research productivity (e.g., COVID-19)

3. Each pre-tenure faculty member is entitled to a maximum of two STCs, but under truly exceptional circumstances (e.g., COVID-19) a petition can be made to UCOP for a third.

4. Candidate can also request a delay of 5th year appraisal on the same form.

Sabbaticals

1. Sabbaticals are a privilege and not a right. There must be a specific plan which gets approved by the Dean. An accomplishments report must be submitted and approved by the Dean following the Sabbatical period.

2. In-Residence sabbaticals cost less in terms of earned sabbatical credits in exchange for teaching or a course or doing a significant amount of extra service.

3. Takes 9 years to earn 27 sabbatical credits to earn one year of sabbatical at full salary. Maximum number of sabbatical credits that can be accrued is 30.

4. See APM-740

NSTP

1. Allows a faculty member in good standing to increase their salary up to 30% by use of non-state funds they secure from gifts, endowments, or grant funds.

2. Negotiation with chair on an annual basis.

3. Funds cannot be used to decrease their classroom teaching or the quality of their graduate student advising.

4. NSTP funds for salary increase are over and above any summer salary drawn from grants.

5. Salary increase goes away if/when the funds become unavailable.

Safety

1. Department chairs are accountable for establishing and maintaining a written injury and illness prevention plan (IIPP).

2. Designate a responsible person (Departmental Safety Coordinator) to partner with EH&S to implement the IIPP.

3. Consult with previous chair(s) and EH&S on the existing IIPP.

4. Hold periodic meetings to discuss safety related issues

5. Monitor environmental health and safety procedures

6. For more information refer to ehs.ucr.edu.

Official Chair Responsibilities

1. Planning the programs of the department in teaching, research and other functions.
2. Maintain a climate that is hospitable to creativity, diversity, and innovation.
3. Be receptive to questions, complaints, and suggestions from faculty, staff and students.
4. Make teaching assignments and organize the schedule for times and places of classes.
5. Oversee the training and supervision of TAs
6. Prepare budget and administer financial affairs of the department.
7. Be responsible for departmental observance of proper health and safety regulations.
8. Report any failure of a faculty member or staff member to carry our responsibilities and engage with appropriate disciplinary procedures.

Refer to APM-245 for more details.

Tips and Suggestions

1. **Allow individuality** but identify if/when it might be disruptive to the team.

2. **Address disruptive behavior** seeking help from Offices of Dean, Ombuds, DEI, Campus Counsel, and VPAR, as appropriate.

3. Know what your **hot buttons** are and keep them in check.

4. Keep a schedule and a to-do list as **work piles up**.

5. **Reserve a time** for responding to emails.

6. Face-to-face meetings can often **diffuse situations** better than email.

Tips and Suggestions

7. Record **minutes** for department meetings.

8. Think of ways to stay in touch with **alumni**

9. Encourage faculty to be fully **present on campus** so that they are available for collaborative interactions and service activities, and to contribute to the general intellectual and social life of the campus.

10. **Consultation** with faculty on almost every issue you handle is important.

11. Form a **department awards committee** to look after the interests of faculty as they grow into their careers.

12. **Discuss mentoring strategies** with your department.

Tips and Suggestions

13. Take care of normal business, but also **be a leader looking to further the academic profile** of the department with innovative and/or synergistic programs and activities outside the department.

14. Embrace the **dual role** of representing the administration to the department and representing the department to the administration.

15. Have **discussions about diversity and equity** when discussing new appointments and when recruiting staff and students.

16. Familiarize yourself **keepteaching.ucr.edu and help.ucr.edu**.

17. Attend **Chair/VPAP meetings** as much as possible.

18. There are many resources to read, but start with the Chair Handbook, APM-245, APM-15, APM-210, and The CALL.

Any Questions?

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Office Hours: VPAP Campus Office Hour
Every Monday, 5-6 pm

Join Zoom Meeting :https://ucr.zoom.us/j/6754437026

The zoom link is set up with a waiting room so that one person can be admitted at a time to enable confidential conversations when necessary.

Professor of Teaching

Professional and/or Scholarly Achievements

1. Plays the role of Research and Creative Work for Professor series.

2. Professional and/or scholarly activities may be related to the underlying discipline itself or to the pedagogy.

3. Such activities should provide evidence of achievement, leadership, and/or influence on the campus or beyond.

4. Certain administrative work (e.g., of learning centers and teaching programs) and community outreach work are also relevant, as would be presentations of seminars or lectures at other institutions or professional societies, or participation in scholarly activities designed to enhance scholarly expertise in relevant fields.

5. APM-210-3

Professor of Teaching

Professional and/or Scholarly Achievements

The following are broadly defined, non-exclusive examples of evidence of Professional and/or Scholarly Achievements that may be presented:

1. Documentation of the development of or contributions to original materials designed to improve learning outcomes, including evidence-based design and evaluation of educational curricula or pedagogy.
2. First, senior, or collaborative authorship of scholarly or professional
3. publication;
4. Accomplished performance, including conducting and directing;
5. Accomplished artistic or literary creation, including exhibits;
6. Accepted invitations to present seminars or lectures at other institutions or before professional societies.

Recommending Additional O/S

1. It may be appropriate to suggest an additional O/S when one of the three categories of review demonstrates exceptional achievement but the same level of accomplishment is not present in all three areas of review.

2. Alternatively, additional O/S may also be appropriate when all areas of review are substantially above expectations.

3. Candidate may discuss this possibility with their Chair if they feel their record warrants this distinction.

4. Departments should always discuss the possibility of proposing additional O/S. If it is recommended in the department letter, the supporting vote for it should be provided.