

Fall Chairs Forum – VPAP Remarks

October 29, 2020

Agenda

1. Part 1: General Topics

- a. Flexibility of APM-210
- b. Contemplating a Dean's Final Policy
- c. Improving Transparency with STC Counting

2. Part 2: Updates

- a. Accountability for Problematic Behavior
- b. AVPAR Search
- c. Development of Chair Training Materials
- d. APO Planned Data Analyses
- e. UCOP Policies

APM-210 Language Pertaining to Flexibility

“In evaluating the candidate’s qualifications within these areas, **the review committee shall exercise reasonable flexibility**, balancing when the case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another.”

“As the University enters new fields of endeavor and refocuses its ongoing activities, **cases will arise in which the proper work of faculty members departs markedly from established academic patterns. In such cases, the review committees must take exceptional care to apply the criteria with sufficient flexibility.**”

“However, **flexibility does not entail a relaxation of high standards.**”

“Consideration should be given to **changes in emphasis and interest that may occur in an academic career.**”

At Other UCs...

1. UCB: One time pass for deficient research if teaching is exceptional, one time pass for deficient research if service is exceptional.
2. UCSC: Stellar research can compensate for not-quite-good-enough teaching or service. Does not compensate for bad teaching or non-existent service.
3. UCSB: Outstanding research might compensate for lesser teaching.
4. **UCD: Offset of one area by another is allowed, but minimal sufficiency in all areas is required.**
5. **UCLA: Performance in one area can compensate for another, but they have to be close.**
6. **UCSD: Some level of compensation between achievements can support a merit advance, but a significant imbalance will not be successful.**
7. UCSF: Outstanding performance in one area can potentially offset less-than-stellar performance in another area.
8. UCI: Outstanding scholarly or creative work can offset reduced contributions to teaching and service, but does not make up for poor teaching or major lack of service.
9. UCM: Imbalances across teaching, research and service arise, but stellar performance in only one area does not make up for deficiencies in others.

Some Possible Examples

1. A faculty member **directs a lot of focus getting an ILTI grant and converting courses to hybrid/online.**
2. A faculty member invests **significant time serving the campus in important roles** (e.g., Chair of General Education Review, Chair of Academic Senate, CAP committee member, Accreditation Panels, Strategic Planning Committees, Program Reviews, IRB Committees, IACUC)
3. A faculty member directs energy to **leverage their contributions DEI within the community**
4. A faculty member does **atypical amount of mentoring of students and faculty.**
5. A faculty member invests **significant time in writing training grant proposals.**
6. **APM-245** for Department Chairs: “It is entirely appropriate to award a merit increase, or, if performance warrants it, an accelerated increase, primarily for demonstrated excellence in service in the chair appointment when accompanied by evidence of continued productive involvement in scholarly activities.”
7. **APM-241 for <100% Faculty Administrators:** “Scholarly activity is expected to continue at a proportionate level that would allow for normal progression in the faculty member’s series.

Contemplating a Dean's Final Approval

Last 3 years

Single recommendation merit files

Department Unanimously Positive

Dean is Positive

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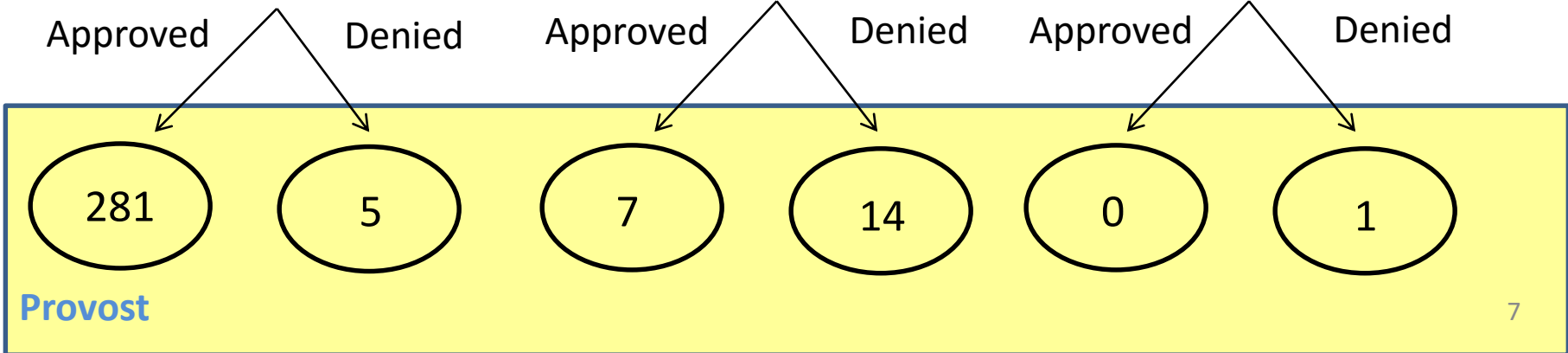
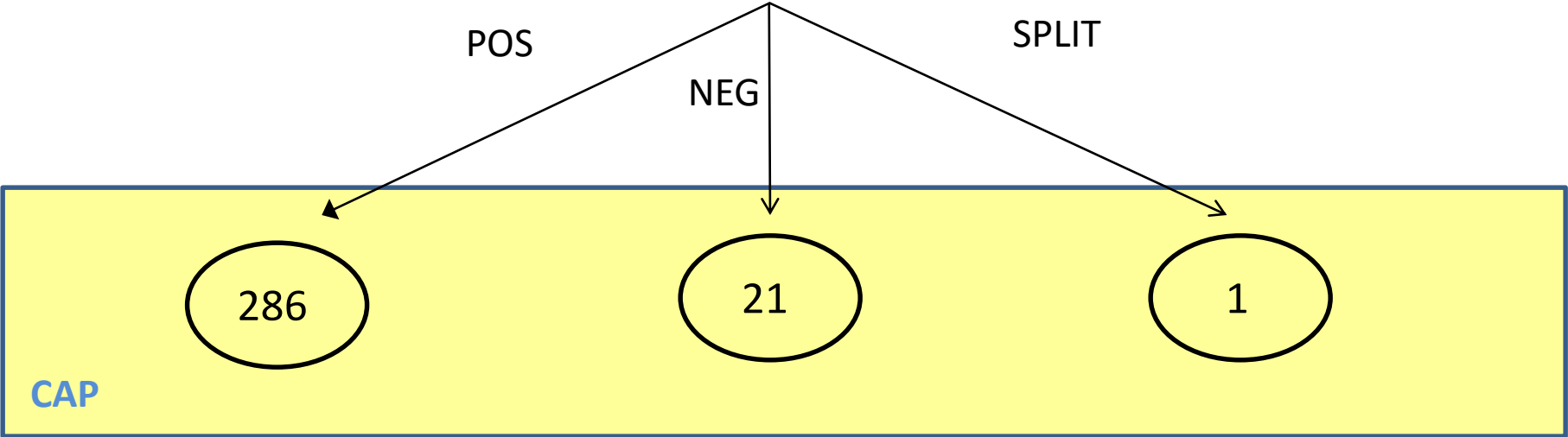
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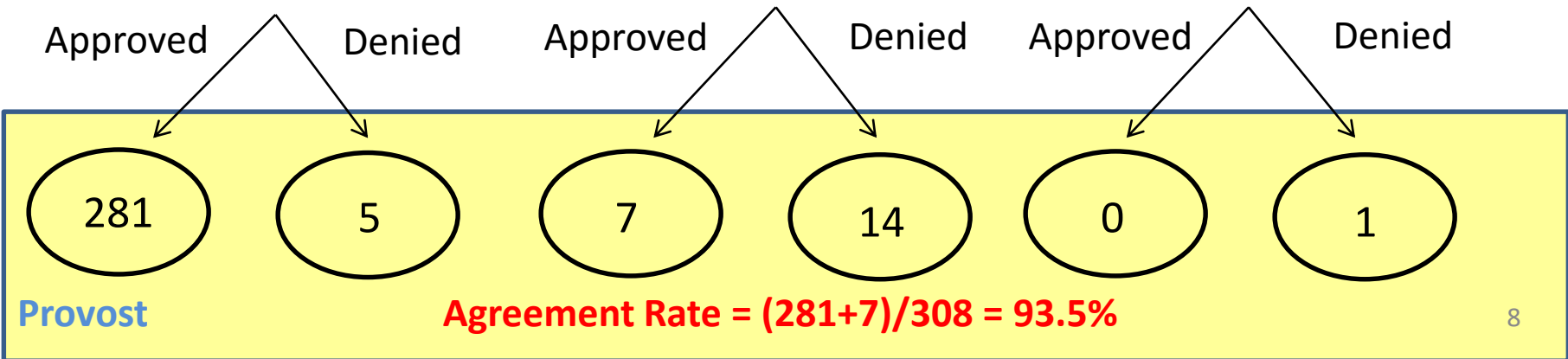
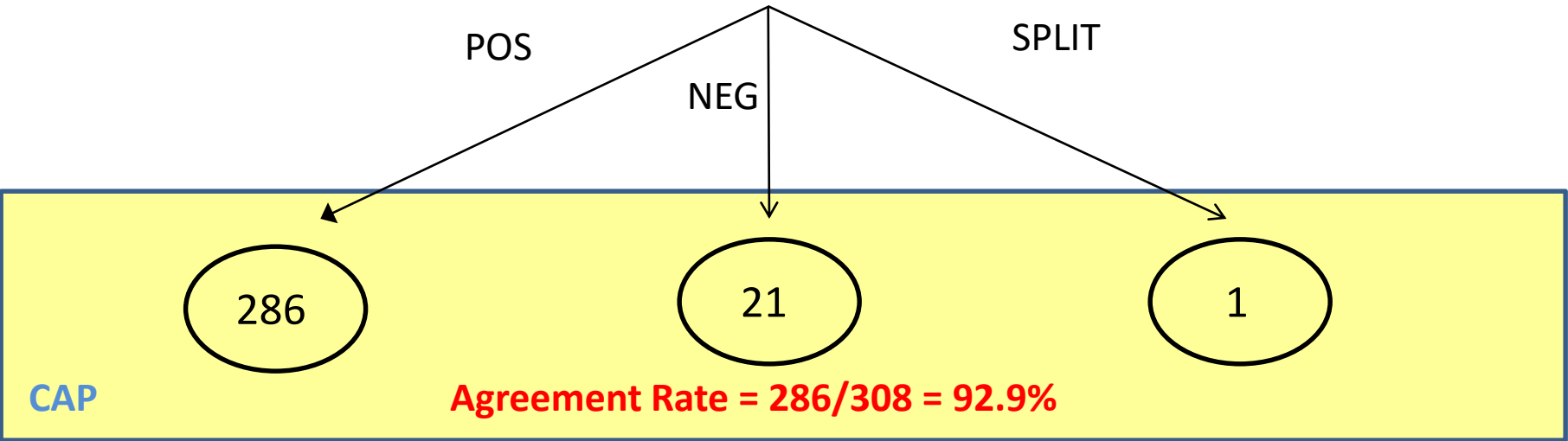
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Proposal: Stop-The-Clock Counting Convention

Review Date	Appointment Record/Review Schedule	Years at Rank (Effective Years at Rank)
Appointment July 1, 2018	F18 - W19 - S19	1 (1)
	F19 - W20 - S20	2 (2)
Merit Approved 7 th Yr. 1 st STC requested 7/20/20 5 th Yr. Appraisal Deferral requested 7/20/20		
	F20 – W21 – S21	3 (2)
Merit File Due	F21 – W22 – S22	4 (3)
	F22 – W23 – S23	5 (4)
Merit File Due Pre-tenure Appraisal File Due	F23 – W24 – S24	6 (5)
	F24 – W25 – S25	7 (6)
Mandatory Tenure File Due	F25 – W26 – S26	8 (7)
Promotional/Terminal Year	F26 – W27 – S27	9 (8)

Problematic Behavior and M/P - Foundations

1. Respond to the call for an administrative response to the senate climate survey
 - 40% of responding faculty lack confidence their department when it comes to handling problematic behaviors. Issues cited with chairs taking sides in department factions and showing favoritism in decision-making.
 - 60% of responding faculty reported first-hand experience of hostile and problematic behavior.
 - Disproportionate impact of poor behavior on women, FOC, and junior faculty.
2. APM-210 language, “In judging the fitness of the candidate, it is **appropriate to consider professional integrity** as evidenced by performance of duties.
3. **Appendix A of APM-210** provides useful guide for such consideration and gives hostile communication, harassment and discrimination as examples of bad conduct.

Problematic Behavior and M/P – Other UCs

The UCI Bad Actor Clause (Adapted from a UCD Model)

1. Starting 2019-20 the Department Chair Letter (distinct from Department Letter) is used to comment on non-collegiality that undermines a faculty member's ability to provide effective service and/or disrupts the efforts of other faculty, staff, students, to fulfill responsibilities.
2. The Department Chair Letter should be specific about the nature of the behavior, the efforts to address the offending behavior, and the outcomes of such efforts.
3. The Dean's letter should also comment on and/or contextualize the non-collegial behavior.

Problematic Behavior and M/P – Evolving Proposal

1. When an M/P file reaches the VPAP, the VPAR is queried for a summary letter on conduct incidents that have reached the VPAR office during the review period and have been **resolved**.
2. **Resolved** means that either an informal resolution that included a counseling memo was worked out by the VPAR, or a sanction of written censure was imposed via a P&T hearing.
3. If there is **at least one** resolved incident in the VPAR office during the review period, all resolved incidents during the career of the candidate are included in the summary letter in order to identify patterns of bad behavior.

Problematic Behavior and M/P – Evolving Proposal

4. The VPAR sends the summary letter to the **Dean, VPAP and the Provost – with a copy to the candidate**. The candidate optionally offers a **response letter** that is also sent to the Dean, VPAP and Provost.
5. The Dean, VPAP and Provost **weigh both letters to decide if the M/P should be held back due to problematic behavior**. Factors that would go into that determination would be **when the problems occurred, how they were resolved, and how pervasive** the problematic behavior has been.
6. If the M/P file is to be held back due, the candidate can **retroactively defer** the file and the Department Chair and CAP are informed that the candidate withdrew the file.

Problematic Behavior and M/P – Evolving Proposal

7. However, if the M/P action is **for a quinquennial, a decision of unsatisfactory delivered.**
8. When the candidate puts the file up again in the future, if there are no additional incidents reported the issues in hand incident have **diminishing influence.**
9. Candidates at barrier steps will **understand the need to consider the implications** of what will be included in the summary letter from the VPAR (they will know).
10. Chairs and senior faculty should **look after the department** and raise issues on behalf of other faculty when it is appropriate.

Evolving Proposal - Pluses

1. A response to the call for an **administrative response** to the senate climate survey
2. Building upon **collective wisdom** from across the campus
3. **Department chair is not coordinating** collection of evidence. **Faculty are not asked to engage in discussions about bad conduct** during the department meeting
4. Candidate is aware of what will be in the VPAR summary letter, and has the **opportunity to respond** to that summary letter
5. Incidents resolved at the department level , or resolved by VPAR without counseling memo are **not included** in summary letter
6. Visible mechanism for accountability will **serve as a useful deterrent**

Evolving Proposal – Next Steps

1. Complete 1-1 consultations with Chairs
2. Discuss the evolved proposal with, Deans, Provost and Senate committees, Faculty Equity Advisers, Campus Counsel, Ombuds Office, CCO, DEI, RFA, WFA, and more...
3. Discuss the evolved proposal at campus town halls
4. Earliest possible implementation would be a new section in the AY20-21 CALL that explains an accepted proposal that would start in Fall 2021.
5. Widespread communication with faculty about an accepted proposal that is put into place.

More Brief Updates

1. AVPAR search
2. Development of Chair Training on Mediation and Conflict Management
3. APO planned data analyses
 - a. Salary Equity Study
 - b. Progression Rate Study
 - c. Faculty Administrator Appointment Compensation
 - d. M/P Action Audit
4. UCOP Policy Updates
 - a. APM-710
 - b. COVID-19 Related Dependent Care Modified Duties
 - c. Curtailment
5. Wellness Survey (10/21/2020 email from Julie Chobdee)
6. VPAP Campus Office Hour (Monday, 5-6 pm)
Join Zoom Meeting
<https://ucr.zoom.us/j/6754437026>