

April 29, 2022

LORI KLETZER  
Campus Provost and Executive Vice Chancellor

**RE: Formal Review of Proposed Revisions to Campus Academic Personnel Manual  
(CAPM) 300.240 - Deans and 304.241 - Faculty Administrators**

Dear Lori,

The Academic Senate has reviewed the proposed revisions to CAPM 300.240 - Deans and CAPM 304.241 - Faculty Administrators. The Committees on Academic Personnel (CAP), Faculty Welfare (CFW), Planning and Budget (CPB), Privilege and Tenure (P&T), and Rules, Jurisdiction, and Elections (RJE) have responded.

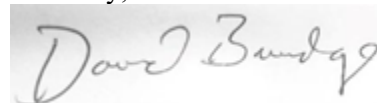
Committees appreciated the effort to align (where possible) with systemwide practices and policies, and otherwise clarify and address gaps through the proposed revisions. Committees also had specific detailed feedback on various aspects of the proposed revisions, briefly summarized here. The committee responses are also enclosed for your review, with the detailed feedback on the specific issues/sections of the policies referenced here.

CAP, CFW, and CPB raised concerns about the proposed revision to establish a mechanism for a salary equity process for faculty administrators, which committees noted is currently lacking for other faculty members. Having a process in place for one group but not the other would create an inequity, and committees strongly recommended revisiting this aspect of the policy, as this should be implemented for all faculty on the campus. CAP and CFW also suggested that the possibility that teaching be considered as outstanding with an “outstanding level of mentoring,” or as CFW noted, that mentoring may substitute for teaching is a matter that needs further clarification, as this proposed revision has the potential to also create an instance of inequity.

CPB signaled its discomfort with the absence of time limits on administrative service, suggesting that long and indefinitely renewable terms may increase the prospect of sedimentation and stagnation for career administrators. Other committees suggested the need for further clarification in other areas of the policies. P&T suggests that additional clarification is needed regarding the status of Associate College Provosts, and identifying the policy under which College Provosts should be covered, as they often must curtail research and teaching during administrative service. RJE pointed to the need to clarify why the “adjusted fiscal year language” was revoked in the proposed revisions. RJE also suggested that the parameters of “uncompensated professional activity,” as well as the language and intent framing compensated and uncompensated outside professional activity within the policy language as well as in relation to the APM, should be clarified.

The Senate appreciated the opportunity to comment on the proposed revisions.

Sincerely,

A handwritten signature in black ink that reads "David Brundage". The signature is written in a cursive, slightly slanted style.

David Brundage, Chair  
Academic Senate

Enc: Senate Committee Responses (Bundled)

cc: Herbie Lee, Vice Provost Academic Affairs  
Grace McClintock, Assistant Vice Provost Academic Personnel  
Stefano Profumo, Chair, Committee on Academic Personnel  
Nico Orlandi, Chair, Committee on Faculty Welfare  
Dard Neuman, Chair, Committee on Planning and Budget  
Julie Guthman, Chair, Privilege and Tenure  
Kenneth Pedrotti, Chair, Rules, Jurisdiction and Elections  
Matthew Mednick, Executive Director, Academic Senate

March 14, 2022

David Brundage, Chair  
Academic Senate

**Re: Proposed Revisions to Campus Academic Personnel Manual (CAPM) 300.240 – Deans and 304.241 – Faculty Administrators**

Dear David,

During its meeting of March 3, 2022, the Committee on Academic Personnel (CAP) reviewed the proposed revisions to CAPM 300.240 and CAPM 304.241. The committee notes the following:

- (1) The proposed revisions in 300.240 F.2.i, as well as the existing 300.240 I, essentially establish a salary equity process for faculty administrators, which at present is lacking for other faculty members. This would create a *de facto* inequity, absent a salary equity process for all faculty members on this campus; Although a recent CP/EVC memo noted that the administration is considering a salary equity review process for faculty<sup>1</sup>, if these policy revisions are approved for faculty administrators, CAP insists that similar revisions and provisions be concurrently made in CAPM for *all faculty* on this campus.
- (2) The proposed revisions in 300.240 M envision the possibility that teaching be considered as outstanding with an “*outstanding level of mentoring*”; this is in open conflict with CP/EVC’s recent statements that outstanding teaching necessitates classroom teaching, as per supposed “campus practice”. CAP requires that this matter be clarified in CAPM, and specifically, if these revisions are to move forward, that all faculty’s teaching files be potentially considered outstanding in the absence of “podium courses”, should mentoring levels be considered as outstanding, or else this, again, would clearly create an instance of inequity.
- (3) The proposed revisions in 300.240 M state that “*the quantity of the service should still be taken into account in the faculty review. The advice of other administrative officers, individuals outside of the department, and reviewing agencies will be particularly important in such cases.*” While CAP concurs that to some extent “*administrative service should be considered in the academic personnel review process for the relevant review period*”, the proposed revisions are extremely vague, and leave much space to interpretation, for instance as to what should be counted as “at expectation” versus “beyond expectation”; additionally, revisions do not clearly state how reviewers would be able to establish the quality of administrative service (who are the administrative officers, or the individuals outside of the department that could offer advice regarding the expected level of service?); as currently stated, this policy would be largely ineffective and insufficient in establishing adequate expectations for the service category in the personnel review process for faculty administrators.

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<sup>1</sup> CP/EVC Kletzer to Senate Chair Brundage, 3/07/22, Re: Faculty Salaries

Thank you for the opportunity to opine.

Sincerely,

A handwritten signature in black ink, appearing to read "Stefano Profumo", is centered on the page. The signature is written in a cursive style with a large initial 'S'.

Stefano Profumo, Chair  
Committee on Academic Personnel

cc: Nico Orlandi, Chair, Committee on Faculty Welfare  
Dard Neuman, Chair, Committee on Planning and Budget  
Julie Guthman, Chair, Committee on Privilege and Tenure  
Kenneth Pedrotti, Chair, Committee on Rules, Jurisdiction, and Elections  
Senate Executive Committee  
Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity  
Jarmila Pitterman, Chair, Committee on Research

April 19, 2022

David Brundage, Chair  
Academic Senate

**Re: Formal Review of Proposed Revisions to Campus Academic Personnel Manual (CAPM)  
300.240 – Deans and 304.241 – Faculty Administrators**

Dear David,

During its meeting of March 31, 2022, the Committee on Faculty Welfare (CFW) discussed the proposed revisions to Campus Academic Personnel Manual (CAPM) 300.240 – Deans and CAPM 304.241 – Faculty Administrators. CFW notes that the proposed revisions include the requirement to have a competitive search process and appear to establish an equity salary process for administrators that looks outside of the UC for salary comparisons. The proposed revisions additionally suggest the substitution of mentoring for teaching in personnel review. Members were pleased at the addition of a competitive search process, but raised questions regarding how mentoring would be taken into account, and agreed with the Committee on Academic Personnel (CAP) that many of the proposed revisions should additionally be extended to general faculty.

The proposal that mentoring may substitute for teaching in personnel review is an interesting one, and if adopted, should apply to deans, faculty members, and all faculty on campus. However, without clear guidelines as to how mentoring could be counted in this way, it was not clear how the work would be evaluated in personnel review. Members noted that mentoring may be a shared responsibility, whereas teaching a course may be more clearly attributed to the work of one individual. As such, should exclusive credit be provided for mentoring? CFW agrees that making sure mentoring is taken into account is important, but questioned how this would be done in an equitable fashion. Providing examples for how much and/or what types of mentoring are equivalent to teaching one course may be helpful.

As CAP noted in its committee response,<sup>1</sup> the proposed revisions essentially establish a salary equity process for faculty administrators, which, absent a salary equity process for all faculty, would create an inequity. CFW agrees that if these policy revisions are approved for faculty administrators, that a similar salary equity process be established for general faculty and reflected in CAPM policies in tandem.

Thank you for the opportunity to opine.

Sincerely,



Nico Orlandi, Chair  
Committee on Faculty Welfare

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<sup>1</sup> CAP Chair Profumo to Senate Chair Brundage, 3/14/22, Proposed Revisions to Campus Academic Manual (CAPM) 300.240 – Deans and 304.241 – Faculty Administrators

cc: Stefano Profumo, Chair, Committee on Academic Personnel  
Julie Guthman, Chair, Committee on Privilege and Tenure  
Dard Neuman, Chair, Committee on Planning and Budget  
Kenneth Pedrotti, Chair, Committee on Rules, Jurisdiction, and Elections  
Senate Executive Committee  
Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity  
Jarmila Pittermann, Chair, Committee on Research

April 19, 2022

David Brundage, Chair  
Academic Senate

**Re: Proposed Revisions to Campus Academic Personnel Manual CAPM 300.240 Deans and 304.241 Faculty Administrators**

Dear David,

The Committee on Planning and Budget (CPB) reviewed the proposed changes to the Campus Academic Personnel Manual (CAPM) 300.240 (Deans) and 304.241 Faculty Administrators. We appreciate the effort to align (where possible) our campus practices of eligibility, recruitment, and review of faculty administrators with UC system-wide practices. Our notes are as follows:

1. 300. 240 F and I The proposed changes to these sections create a mechanism for a salary equity process for deans. While we agree that deans deserve such a mechanism, we note that at present faculty do not yet have a mechanism by which to pursue their own salary equity. CPB members also noted that other faculty administrators, including college provosts, lack a similar salary equity process. **We expect to see the lens of equity applied to all categories of UCSC employees.**
2. 300.241. E Terms of Service While we understand that the proposed changes to 304.241.E make our campus practice consistent with systemwide practice by extending appointment terms from three to five years, we nevertheless wish to signal our discomfort about the absence of time limits. With longer and indefinitely renewable term limits, the university faces the prospect of sedimentation and stagnation that comes from having career administrators. Long and indefinite terms further distance and alienate administrators from the larger faculty community.
3. 300. 240 M While it is somewhat beyond our purview, we note that the teaching service aspects of faculty administrators' review should be clarified and made consistent with those of ladder rank faculty.

CPB appreciates the opportunity to review these policies.

Sincerely,



Dard Neuman, Chair  
Committee on Planning and Budget

cc: CAAD chair Silva Gruesz  
CAP Chair Profumo  
CFW Chair Orlandi  
COR Chair Pittermann  
P&T Chair Guthman  
RJ&E Chair Pedrotti

April 14, 2022

DAVID BRUNDAGE, Chair  
Academic Senate, Santa Cruz Division

**Re: Proposed Revisions to Campus Academic Personnel Manual (CAPM) Subsections 300.240 and 304.241**

Dear David,

During its meeting of April 6, 2022, the Committee on Privilege and Tenure (P&T) discussed the proposed revisions to sections 300.240 and 304.241 of the Campus Academic Personnel Manual (CAPM).

Overall, the committee was pleased that the proposed revisions addressed lacunae that has caused concern in the past. However, the committee noted that additional clarification regarding the status of Associate College Provosts might be warranted. While CAPM 304.241 makes clear that college provosts are covered by a different policy, CAPM 306.240, members question why Associate College Provosts are to be covered by 304.241. Shouldn't College Provosts and Associate College Provosts be covered by the same policy, just as Department Chairs and Vice Chairs are covered by the same policy (CAPM 312.245)?

The reason this absence is concerning is that college provosts, like deans, often must curtail the research and teaching while serving in these administrative positions, yet no other policy makes explicit provision for the merit review process for those in these titles.

Sincerely,

/s/

Julie Guthman, Chair  
Committee on Privilege and Tenure

cc: Nico Orlandi, Chair, Committee on Faculty Welfare  
Dard Neuman, Chair, Committee on Planning and Budget  
Stefano Profumo, Chair, Committee on Faculty Welfare  
Kenneth Pedrotti, Chair, Committee on Rules, Jurisdiction, and Elections  
Senate Executive Committee  
Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity  
Nicolas Davidenko, Chair, Committee on Research



April 14, 2022

DAVID BRUNDAGE, Chair  
Academic Senate, Santa Cruz Division

**Re: Proposed Revisions to Campus Academic Personnel Manual Subsections (CAPM)  
300.240 and 304.241**

Dear David,

On April 5, 2022, the committee on rules, Jurisdiction, and Elections (RJ&E) discussed the proposed revisions to sections 300.240 and 304.241 of the Campus Academic Personnel Manual (CAPM). RJ&E members appreciated the effort made to bring clarity to the CAPM with regard to tenure but noted other opportunities for increased clarity.

First, members understand that 300.240 aligns us with the APM but questioned why the “adjusted for fiscal year” language was removed in subsection F.2.iv.

300.240.F.2.iv: With the language “adjusted for fiscal year” removed, this passage makes it seem as if the salary requirement could be met simply by paying deans their regular monthly salary for 12 months instead of 9 months, which would increase their annual salary by 33%. It appears that the intent of the prior language was to ensure that deans should receive a higher per-month salary and not merely be paid more because they now worked 12 months instead of 9.

The committee also had some questions regarding Section K. Specifically, what are the parameters of the activities that should be reported as “uncompensated professional activity”?

300.240.K.ii-iii: These paragraphs impose limitations and reporting requirements for all outside professional activities, compensated as well as uncompensated. The Committee wondered if this also included Category III outside activities, as defined in the Academic Personnel Manual (APM), subsection 025, which include the development of scholarly or creative works. For regular faculty, Category III activities do not require reporting nor do they count toward the maximum days allowed for outside professional activities (APM-025). The Committee found it odd to impose limits on scholarly work for deans when deans at the same time were subject to “standard research expectations for faculty” (CAPM 300.240.M).

300.240.K.iv: This paragraph appears partly redundant and partly contradictory with the preceding paragraph (300.240.K.iii). 300.240.K.iii says that deans may engage in 12 days of compensated and uncompensated outside professional activity per fiscal year without deductions from accrued vacation,

whereas 300.240.K.iv provides that deans may engage in 12 days of compensated outside professional activity without deductions from accrued vacation. Together, these paragraphs leave it unclear whether uncompensated activities count toward the 12-day limit.

Similarly, 304.241.B.4 provides: “A fiscal-year faculty administrator who accrues vacation may engage in up to twelve work days of compensated outside professional activities without deducting from vacation leave balances. In excess of twelve workdays and up to the limit of 48 calendar days, accrued vacation leave shall be used.” Could the policy clarify that this applies to 100% Faculty Administrator positions, but not to less than 100% positions? The 12 and 48 day restrictions are listed in APM - 246 - Faculty Administrators (100% Time) but not in APM - 241 - Faculty Administrators (Positions Less Than 100%). In addition, unlike the revised CAPM 300.240, the revised CAPM 304.241 makes no other mention of the 48-day restriction on total outside activities. Members noted that the CAPM is more restrictive on this issue than the APM is.

Sincerely,

/s/

Kenneth Pedrotti, Chair

Committee on Rules, Jurisdiction, and Elections

cc: Nico Orlandi, Chair, Committee on Faculty Welfare  
Dard Neuman, Chair, Committee on Planning and Budget  
Stefano Profumo, Chair, Committee on Academic Personnel  
Julie Guthman, Chair, Committee on Privilege and Tenure  
Senate Executive Committee  
Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity  
Nicolas Davidenko, Chair, Committee on Research