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Office of the Academic Senate  
SANTA CRUZ DIVISION  
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June 30, 2023

Susan D. Cochran, Chair  
Academic Council

**RE: Systemwide Review of Proposed Revisions to Academic Personnel Manual (APM)  
Section 210, Review and Appraisal Committees**

Dear Susan,

The Santa Cruz Academic Senate has received your request for comment on the Systemwide Review of Proposed Revisions to Academic Personnel Manual (APM) Section 210, Review and Appraisal Committees. The Committees on Academic Freedom (CAF), Academic Personnel (CAP), Career Advising (CCA), Faculty Welfare (CFW), Library and Scholarly Communication (COLASC), Teaching (COT), and Graduate Council (GC) have responded.

Overall, CAF, CAP, CCA, CFW, COT, and GC strongly support the addition of mentoring in teaching and service categories. The committees agree that recognition for mentorship labor furthers University goals of diversity, equity, inclusion, and equal opportunity. CAF had minimal comments and stated overall support for the revision. COLASC prefers to withhold comments until the Santa Cruz Division of the Librarians Association of the University of California (LAUC) has responded. Despite support for the acknowledgement of mentorship, some concerns were raised regarding the revisions to guidance on how teaching and mentoring will be evaluated. Several committees called for additional clarification.

**General Concerns**

The Committee on Faculty Welfare (CFW) had serious concerns about changes to the evaluation of teaching effectiveness, lack of clarity regarding the list of “areas of consideration,” and implied increased workload on faculty. The inclusion of an analysis of student performance in courses in consultation with the campus teaching center was particularly concerning. Courses may differ greatly across even one campus and there are many student success factors that are far beyond the instructor’s control. CFW states that items 210-1.d(1)(c) (iii), (vii), and (viii) should be removed. While other committees did not specifically call for the removal of these items, CAP, CCA, and GC also requested clarification or corrections to several of them.

CAP was unclear if feedback from current and former students and mentees referred to what UCSC calls “Student’ Evaluations of Teaching” (SETs). CAP is concerned that if additional statements from students are needed this could put undue workload on students, and it is already difficult to ensure feedback from students at the end of the term. It was unclear to CAP what the addition of professional “competence” to the “professional activity” category was meant to accomplish. CAP members also found this additional duplicative of existing academic review process criteria.

Both CAP and CCA found it was unclear how to document mentorship of alumni or others outside one’s own institution. Should these activities be included? CCA noted that some faculty may have many requests to produce letters of recommendation for former students. Both committees felt it was sometimes unclear if this should be evaluated in the context of teaching and mentoring, or as service. The need for additional guidance on how mentoring should be documented/defined was noted by COT as well.

GC made several notes of what they interpreted as textual errors.

### **Recommendations**

Clarification and corrections on these points would be beneficial. Additionally, COT recommends that the system and our campus provide support for mentoring efforts. This support could include empowering students to provide feedback on what type of mentorship they are looking for, support for departments to expand mentorship opportunities, and support for faculty peer to peer mentorship.

CFW recommends the list of criteria for judging Teaching Effectiveness should be shortened and the guidance on how to implement it should be clarified. If the list is not shortened, at a minimum CFW asks that clarification be made that the examples in the final paragraph of 210-1.d(1)(c) are not all mandatory but that at least three should be included as documentation of teaching. CFW called for increased structural support if analysis of teaching effectiveness partnered with campus teaching and learning centers is required. This could relieve some burden on faculty, however, CFW notes that frequent updates to courses is not reasonable given other demands on faculty.

On behalf of the Santa Cruz Division, I thank you for the opportunity to provide comment on this revision and hope that the comments prove helpful

Sincerely,



Patty Gallagher, Chair  
Academic Senate, Santa Cruz Division

encl: Senate Committee Responses (Bundled)

cc: Roger Schoenman, Chair, Committee on Academic Freedom  
Stefano Profumo, Chair, Committee on Academic Personnel  
Steven Ritz, Chair, Committee on Career Advising

Alexander Sher, Chair, Committee on Faculty Welfare

Abraham Stone, Chair, Committee on Library and Scholarly Communication

Catherine Jones, Chair, Committee on Teaching

Andy Fisher Chair, Graduate Council

Onuttom Narayan, Chair, Privilege and Tenure

Michael Hance, Chair, Committee on Research

Matthew Mednick, Executive Director, Academic Senate

June 20, 2023

PATTY GALLAGHER, Chair  
Academic Senate, Santa Cruz Division

**Re: Review: Proposed Revisions to Academic Personnel Manual Section 210**

Dear Patty,

The Committee on Academic Freedom (CAF) has reviewed the proposed revisions to Academic Personnel Manual section 210 and supports the proposed changes.

Sincerely

/s/

Roger Schoenman, Chair  
Committee on Academic Freedom

cc:

Roger Schoenman, Chair, Committee on Academic Freedom (CAF)  
Stefano Profumo, Chair, Committee on Academic Personnel (CAP)  
David Cuthbert, Chair, Committee on Educational Policy (CEP)  
Steven Ritz, Chair, Committee on Career Advising (CCA)  
Alexander Sher, Chair, Committee on Faculty Welfare (CFW)  
Abraham Stone, Chair, Committee on Library and Scholarly Communication (COLASC)  
Michael Hance, Chair, Committee on Research (COR)  
Catherine Jones, Chair, Committee on Teaching (COT)  
Onuttom Narayan, Chair, Committee on Privilege and Tenure (CPT)  
Andy Fisher, Chair, Graduate Council (GC)

June 26, 2023

Patty Gallagher, Chair  
Academic Senate

**Re: Systemwide Review of Proposed Revisions to Academic Personnel Manual (APM)  
Section 210, Review and Appraisal Committees**

Dear Patty,

During its meeting of June 15, 2023, the Committee on Academic Personnel (CAP) discussed the proposed revisions to APM – 210, Review and Appraisal Committees.

CAP commended the much-needed addition of mentoring to the evaluation criteria of the teaching category, and generally applauds the proposed revisions to evaluation and evidence of teaching and mentoring effectiveness, contributions to diversity, equity, inclusion, and equal opportunity.

CAP members noted that additional clarification and possible edits should be brought to the discussion of feedback from current and former students and mentees: should statements be solicited and/or encouraged? Is the reference here to what UCSC calls “Students’ evaluations of teaching” (SET)?

CAP members questioned the use of, and reference to, professional “*competence*”, which augments the previous “professional activity” category: what is meant with this addition?

CAP members questioned the reference to seeking the feedback of “present students” (unless it refers to the above-mentioned SETs), as it may put undue and unfair pressure on such students.

CAP members noted considerable duplication of materials across series of employment.

Finally, CAP members noted that the discussion of mentoring outside one’s institution is not clarified appropriately. It is unclear, for instance, if such activities would count for merit and promotion, and whether they should be evaluated in the context of teaching and mentoring, or as service.

Thank you for the opportunity to opine.

Sincerely,



Stefano Profumo, Chair  
Committee on Academic Personnel

cc: Roger Schoenman, Chair, Committee on Academic Freedom  
Steven Ritz, Chair, Committee on Career Advising  
David Cuthbert, Committee on Educational Policy  
Alexander Sher, Chair, Committee on Faculty Welfare

Abe Stone, Chair, Committee on Library and Scholarly Communication

Michael Hance, Chair, Committee on Research

Kate Jones, Chair, Committee on Teaching

Andy Fisher, Chair, Graduate Council

Onuttom Narayan, Chair, Privilege and Tenure

June 14, 2023

Patty Gallagher, Chair  
Academic Senate

**Re: Proposed Revisions to APM - 210, Review and Appraisal Committees**

Dea Patty,

The Committee on Career Advising (CCA) has reviewed the Proposed Revisions to APM - 210, Review and Appraisal Committees.

CCA welcomes the inclusion of mentoring in section 210.1 now labeled "*Instructions to Review Committees That Advise on Actions Concerning Appointees in the Professor and Corresponding Series: Teaching and Mentoring.*" CCA members support the *revision to 210.1.4 University and Public Service* that now more explicitly acknowledges the service of mentoring other faculty.

CCA observed that mentorship of alumni was not mentioned, nor was the time spent writing letters of recommendation, when significant. CCA recommends at least mentioning these additional contributions where appropriate.

CCA members recognized that mentoring other faculty, including lecturers, does not always fit into the service category alone, specifically when the mentoring is about course curricular contents in some isolated subject areas. Some guidance about how to handle such situations, so that the efforts are not undervalued, would be helpful.

CCA applauds inclusion of mentoring throughout. Thank you for this opportunity to comment.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Ritz", with a large, stylized flourish at the end.

Steve Ritz, Chair  
Committee on Career Advising

cc: Roger Schoenman, Chair, Committee on Academic Freedom  
Stefano Profumo, Chair, Committee on Academic Personnel  
David Cuthbert, Chair, Committee on Educational Policy

Andrew Fisher, Chair, Graduate Council

Abraham Stone, Chair, Committee on Library and Scholarly Communication

Catherine Jones, Chair, Committee on Teaching

Alexander Sher, Chair, Committee on Faculty Welfare

Onuttom Narayan, Chair, Committee on Privilege and Tenure

Michael Hance, Chair, Committee on Research



June 20, 2023

Patty Gallagher, Chair  
Academic Senate

**Re: Systemwide Review – Proposed Revisions to APM - 210, Review and Appraisal Committees**

Dear Patty,

The Committee on Faculty Welfare (CFW) considered the proposed revision of APM-210 from the perspective of faculty welfare. Our thoughts are summarized below.

The Committee on Faculty Welfare (CFW) considered proposed modifications to APM-210. Members were supportive of the addition of mentoring to the teaching portion of faculty evaluation. At the same time, members had serious concerns about the changes to the evaluation of Teaching effectiveness. Please see the details below.

Members were very clear that items 201-1.d(1)(c) (iii), (vii), and (viii) are unacceptable, because of the absence of shared standards for grades and learning outcomes across courses even within a single campus and because students' overall performance in a course is affected by multiple factors outside of the faculty's control, such as housing conditions, students' level of preparation for the course, mental and physical health, natural disasters, etc. Inclusion of performative data (grade or learning outcome assessment) into the formal list of teaching effectiveness evidence will have far reaching consequences that include lowering of standards and grade inflation. CFW members strongly believe that items (iii), (vii), and (viii) should be removed.

CFW noted significant expansion of the list of criteria for judging Teaching Effectiveness: 201-1.d(1)(c). This expansion was especially troubling for CFW members in the context of the sentences: "*Under no circumstances will a tenure commitment be made unless there is clear documentation of success in teaching and supporting student learning.*" followed by "*Teaching effectiveness should be evaluated in multiple dimensions, and possible areas for committee consideration include (but are not limited to):*" Members believe that these changes, coupled with the expanded list of "*areas of consideration*" and of the "Evidence of Teaching and Mentoring Effectiveness", (see the paragraph below) creates a situation where both faculty and a reviewing committee (for example CAP) lack clear guidance. This in turn leads to increased workload and unjust outcomes. CFW members agree that the list of "*areas of consideration*" should be shortened and the guidance on how to use it should be made less ambiguous.

CFW members were also concerned with the overall expansion of the list of pieces of evidence of Teaching and mentoring Effectiveness: 201-1.d(1)(c). This expansion puts pressure on faculty to do more at the time of the increased faculty workload due to the increase in the number of students, lingering effects of the pandemic, and chronic advisory staff shortage and turnover. Such an increase is unsustainable without putting in place a robust support structure first. For example, a

possible support system could be adequate staffing of campus TLC centers that provide faculty with individualized assessment of their courses and make suggestions based on research on teaching. Even with such individualized support in place, expecting faculty to constantly modify their courses is unrealistic, given their continued commitment to research and service.

The final paragraph of 201-1.d(1)(c) makes the increase in workload and the detrimental effects of items (iii), (vii), and (viii) almost certain. The paragraph can be easily interpreted as requiring all of the information specified in this section for the personnel case to move forward. It has to be modified to clearly state that none of the above items are mandatory, but at least 3 of them have to be included. Number three is close to the number of items in the current list. Such a change will not be required, if the list is significantly reduced, as the CFW members believe it should be.

Thank you for the opportunity to provide feedback.

Sincerely,



Alexander Sher, Chair  
Committee on Faculty Welfare

cc: Roger Schoenman, Chair, Committee on Academic Freedom  
Stefano Profumo, Chair, Committee on Academic Personnel  
David Lee Cuthbert, Chair, Committee on Educational Policy  
Andrew Fisher, Chair, Graduate Council  
Abraham Stone, Chair, Committee on Library and Scholarly Communication  
Steven Ritz, Chair, Committee on Career Advising  
Onuttom Narayan, Chair, Committee on Privilege and Tenure  
Michael Hance, Chair, Committee on Research  
Catherine Jones, Chair, Committee on Teaching (COT)  
Matthew Mednick, Executive Director, Academic Senate

June 8, 2023

Patty Gallagher, Chair  
Academic Senate

**RE: (Systemwide Senate Review) Proposed Revisions to APM - 210, Review and Appraisal Committees**

Dear Patty,

The Committee on Library and Scholarly Communication has reviewed the (Systemwide Senate Review) Proposed Revisions to APM - 210, Review and Appraisal Committees. COLASC has no comments currently, but we are interested to see a response from the Santa Cruz Division of the Librarians Association of the University of California (LAUC), and we hope there might be an opportunity for us to make comments at that time.

Sincerely,

A handwritten signature in black ink, appearing to read "Abe Stone", is centered below the word "Sincerely,".

Abe Stone, Chair  
Committee on Library and Scholarly Communication

Cc: Roger Schoenman, Chair, Committee on Academic Freedom  
Stefano Profumo, Chair, Committee on Academic Personnel  
David Lee Cuthbert, Chair, Committee on Educational Policy  
Andrew Fisher, Chair, Graduate Council  
Steven Ritz, Chair, Committee on Career Advising  
Alexander Sher, Chair, Committee on Faculty Welfare  
Onuttom Narayan, Chair, Committee on Privilege and Tenure  
Michael Hance, Chair, Committee on Research  
Catherine Jones, Chair, Committee on Teaching

June 6, 2023

Patty Gallagher, Chair  
Academic Senate, Santa Cruz Division

**Re: Systemwide Review: Proposed Revisions to APM 210: Review and Appraisal Committees**

Dear Patty,

The Committee on Teaching (COT) has reviewed the Systemwide Review of the Proposed Revisions to APM 210, Review and Appraisal Committees, and the consideration of mentoring in the review process for Professor, Professor of Clinical, Health Science Clinical Professor, and Lecturer with the Security of Employment series. COT is encouraged for this move to recognize and incentivize the important work of formal mentoring as Teaching and informal mentoring as Service, especially as it aligns well with UC's emphasis on equity, inclusion and student success. These revisions also dovetail with efforts by Graduate Council, COT, CITL/TLC, and others to develop ways to support effective mentoring on campus.

While the proposed revision provides an explicit general expectation for mentoring, COT hopes that the system and our campus will provide support for programs to help faculty characterize and cultivate strong, inclusive mentoring. Gathering the insights of students themselves about what kind of mentoring they need and value should be an important component of this process. Similarly, helping departments and programs explore ways to structure mentoring beyond the advisor/student dyad will likely make mentoring systems more robust and resilient. COT hopes that guidance on how mentoring should be documented will continue to develop, as the distinction drawn between teaching and service described here seems potentially confusing. COT's hope is that the proposed revisions to APM 210 will also support faculty in learning from one another and expanding individual mentorship practices.

Sincerely,



Catherine Jones, Chair  
Committee on Teaching

cc: Roger Schoenman, Chair, Committee on Academic Freedom  
Stefano Profumo, Chair, Committee on Academic Personnel  
David Lee Cuthbert, Chair, Committee on Educational Policy  
Andrew Fisher, Chair, Graduate Council  
Abraham Stone, Chair, Committee on Library and Scholarly Communication  
Steven Ritz, Chair, Committee on Career Advising  
Alexander Sher, Chair, Committee on Faculty Welfare  
Onuttom Narayan, Chair, Committee on Privilege and Tenure  
Michael Hance, Chair, Committee on Research

June 13, 2023

Patty Gallagher, Chair  
Academic Senate

**RE: APM-210: Review and Appraisal Committees**

Dear Patty,

At its meeting on 6/1/23, GC discussed proposed changes to the system-wide policy document, Appointment and Promotion: APM-210: Review and Appraisal Committees.

GC welcomes and supports proposed modifications to APM-210 to explicitly recognize labor and achievements associated with mentoring, especially that associated with graduate students. Other proposed changes help to clarify various policies and criteria for evaluation with (a) revised wording and (b) examples of factors that may be considered during review with respect to teaching effectiveness and mentoring effectiveness, and there are new examples of the kinds of evidence that may be included with files that are being reviewed.

We note a couple of errors that should be corrected before the revised text is finalized:

p. 1, ¶ 3, "A copy of this Statement is appended to these instructions of to this policy for purposes of reference."

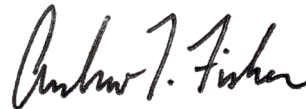
Perhaps this should read, "A copy of this Statement is appended to this policy for purposes of reference."

p. 6-7, items (iv) and (xiv) under Evidence of Teaching and Mentoring Effectiveness seem partly redundant and perhaps should be revised and/or combined:

(iv) evaluative statements from other faculty based on observation of class(es) and course materials;  
(xiv) evaluation by other faculty members of teaching and mentoring effectiveness.

It may be that (iv) is intended to refer specifically to teaching, and (xiv) is for mentoring, in which case "teaching and" could be removed from the latter.

Sincerely,



Andrew T. Fisher, Chair  
Graduate Council

cc: Senate Executive Committee