

## **COMMITTEE ON ACADEMIC PERSONNEL**

### **Annual Report, 2020-21**

To: Academic Senate, Santa Cruz Division

The Committee on Academic Personnel (CAP) is charged with providing Senate consultation on faculty personnel cases, and for making recommendations on appointments, promotions, merit increases, and mid-career appraisals for Senate faculty, adjunct faculty, and professional researchers to the deciding authorities: Chancellor, Campus Provost/Executive Vice Chancellor (CP/EVC), and Divisional Deans. In no case is CAP the deciding authority.

In the year 2020-21, CAP had eleven representatives, two from Arts, two from Engineering, three from Humanities (including the Chair), two from Physical and Biological Sciences, and two from Social Sciences. The committee reviewed and made recommendations on 234 personnel cases, 233 of these cases had final authority decisions by the drafting of this report. The final administrative deciding authority concurred roughly 84% of the time, which is an increase from 75% in 2019-20.

#### **I. Faculty Personnel Review**

CAP recognizes that UC Santa Cruz faculty faced an unprecedented challenge with the onset of the COVID-19 pandemic and its continuing impact on teaching, research, and service. The university's efforts to prevent a viral spread led to the cancellation of in-person classes on campus beginning in early 2020. All domains of academic activities and endeavors were affected by a combination of factors: campus closure, remote teaching, travel restrictions, social distancing measures, and subsequent vaccination mandates.

In acknowledgment of the disruptions caused by the COVID-19 pandemic, CP/EVC Kletzer and CAP Chair Ito sent a memo to Senate faculty providing guidance for Senate faculty personnel reviews in 2020-21<sup>1</sup>. This memo, CAP's guiding document for all personnel reviews during this academic year, provided guidance to all reviewing bodies for the consideration of review timing, research productivity, teaching, and service.

#### ***Workload***

In 2020-21, CAP continued its established practice of meeting weekly on Thursday afternoons. The Committee had two orientation meetings in the fall, and met to review files 32 times during the academic year (9, 11, and 11 sessions in fall, winter, and spring quarters, respectively, as well as one meeting during the summer of 2021).

As noted above, this year CAP reviewed and made recommendations on 234 personnel cases. Included in this set is a file that was reviewed and sent back with a request for more information, and a file for which CAP made a recommendation, but is still pending a final decision, both of which were carried over to 2021-22. Roughly 62% of the cases for which

---

<sup>1</sup> Kletzer and Ito to Senate Faculty, 10/08/20, Re: Guidance for Senate Faculty Personnel Reviews in 2020-21

CAP made a recommendation involved department recommendations for accelerations and/or greater-than-normal salaries, which typically require more discussion than do normal one-step merit reviews.

The number of appointments reviewed decreased slightly from the previous year. In 2019-20, CAP reviewed 27 appointment files, 21 of which were ladder rank. One non-ladder rank candidate declined the appointment offer. In 2020-21, CAP reviewed 24 appointment files, 15 of which were ladder rank. In 2017-18, CAP agreed to waive its review of appointment files to Assistant Professor, Steps I-III, up to an annual salary rate for Associate Professor, Step IV, provided that the department's vote was unanimous.<sup>2</sup> It was agreed that CAP would be provided with quarterly reports regarding appointments made under this new process. In April 2019, former CP/EVC Marlene Tromp modified the delegation to include offers at the Assistant rank, Steps I-III, with salaries up to the published scale rate for Full Professor, Step III<sup>3</sup>, thus decreasing the overall number of appointment files reviewed by CAP.

CAP did not review any reconsideration requests in 2020-21. The number of retention cases decreased: 6 were reviewed in 2019-20, and 5 reviewed this year (2020-21). For more on retentions, see the section below.

### *CAP's Recommendations Compared to Administrative Decisions*

As noted above, during 2020-21, the final administrative decision and CAP's recommendation concurred roughly 84% of the time (195 out of 233 files completed, with 1 file that CAP reviewed carried over to 2021-22 and not yet complete, 1 file that CAP reviewed and the candidate retired before the final authority decision, and 1 file that CAP reviewed and requested more information, which has not yet come back to CAP). Roughly 29% of the disagreements concerned rank and/or step, and 71% of them involved salary increments, typically in the range of 1/3 step.

One disagreement involved an appointment; this will be discussed separately below. Of the 37 other disagreements, not involving appointments, 10 involved a decision about the appropriate rank and/or step. One disagreement was with the dean: CAP recommended a lower rank/step in this case. Nine disagreements were with the CP/EVC: CAP recommended a higher rank/step in 4 cases, and a lower rank/step in 5 cases. The remaining disagreements concerned salary (15 with dean authority, 9 with CP/EVC authority, and 3 with Chancellor authority). In the dean authority cases, CAP recommended higher salaries in 6 cases. Salary disagreements occurred with the Humanities Dean in 2 cases, with the Physical and Biological Sciences Dean in 4 cases, with the Social Sciences Dean in 4 cases, and with the Dean of Baskin School of Engineering in 5 cases. There were no salary disagreements with the Arts Dean, nor with the Dean of Undergraduate Education. In the CP/EVC authority cases, CAP recommended a higher salary than was awarded in 6 cases and a lower salary in the remaining 3 cases. In the Chancellor authority cases, CAP recommended a higher salary than was awarded in all 3 cases.

---

<sup>2</sup> Blumenthal to Academic Deans, 1/17/19, Revised Process for Dean Authority Senate Appointments

<sup>3</sup> Tromp to Academic Deans, 4/16/19, Re: Delegation of Authority, Assistant Professor I-III

In 2020-21, CAP reviewed 116 files, excluding appointment and retention files, that were Chancellor's or CP/EVC's authority: 7 from the Arts; 16 from the Humanities (1 of which was carried over to 2021-22); 45 from PBSci (1 of which the candidate retired before the final authority decision); 27 from Social Sciences (1 of which was carried over to 2021-22 with a request for additional information); and 21 from the Baskin School of Engineering (BSOE). Of the completed files, the CP/EVC disagreed with CAP on 1 Arts file reviewed (less than 1% of the Chancellor and CP/EVC authority total); the CP/EVC decision was for a lower salary than that recommended by CAP. The CP/EVC disagreed with CAP on 2 Humanities files (2%), deciding on a lower salary than the CAP recommendation in 1 case, and a higher step in 1 case. The CP/EVC disagreed with CAP on 10 PBSci files (9%), deciding on a lower salary in 3 cases, a higher salary in 1 case, a lower step in 3 cases, and a higher step in 3 cases. The CP/EVC disagreed with CAP on 4 Social Sciences files (3%), deciding on a lower salary than that recommended by CAP in 2 cases, a lower step in 1 case, and a higher step than that recommended by CAP in 1 case. The CP/EVC disagreed with CAP on 4 BSOE files (3%), deciding on a lower salary in 2 cases, and a higher salary in 2 cases. The Chancellor disagreed with CAP on 1 Art file, recommending a lower salary than that recommended by CAP. The Chancellor disagreed with CAP on 1 Physical and Biological Sciences file (less than 1%), deciding on a lower salary than that recommended by CAP. The Chancellor disagreed with CAP on 1 Social Sciences file (less than 1%), recommending a lower salary than CAP. The Chancellor disagreed with CAP on 2 Engineering files (1%), recommending a higher step than CAP in both cases. There were no disagreements with the Chancellor on Humanities, Baskin School of Engineering, or Undergraduate Education files.

As noted, the numbers cited above do not include disagreements involving salary recommendations for retentions or recommendations concerning appointments, which we exclude since it is understood that negotiations will take into account competing offers and other relevant circumstances that affect salary offers and have little to do with disagreements regarding the merits of the file compared to other files across this campus. CAP would like to note, however, that final salaries offered in some appointment cases ended up higher than those recommended by departments, CAP, and at times the relevant dean. The lack of a rationale offered for the majority of recommended salaries made it difficult for CAP to assess them. There was also a PBSci dean authority file where the original final decision matched the recommendation of both CAP and the department, but was later revised to a higher figure than both CAP and the department recommended. Because the original decision matched the CAP recommendation, this case was not included in the disagreement tally in this report. There was one disagreement with a CP/EVC authority appointment case in Engineering, which CAP did not support. There were no disagreements with Chancellor authority appointment cases. Disparities in starting salaries between divisions will likely have a significant impact on increasing salary inequities. Accordingly, the difference between recommended salaries and final salaries is an ongoing issue that CAP, the Committee on Affirmative Action and Diversity (CAAD), and the Committee on Faculty Welfare (CFW) should be monitoring, as is the number of failed recruitment and retention actions.

### *Case Flow, Ad Hoc Committees*

There was one case from 2020-21 that CAP reviewed and made recommendations on that was not completed in 2020-21 (due to a request for additional information) and was carried over

to 2021-22. In addition, there were roughly 13 files not received by CAP prior to the last meeting of the year that were carried over to 2021-22.

Delays in the review of files are rarely due to CAP. Our process involves an efficient turnaround from receipt of a file to submission of a recommendation letter. Exceptions may occur when an unusually large number of files comes in during a single week, in which case some files may be delayed (usually no more than one week), or when a file requires further information or analysis. Pressing retention and appointment files are usually reviewed within a few days of receipt, and letters are sent immediately.

Any file that requires an *ad hoc* committee is seen by CAP twice. First, such a file is reviewed for the recommendation of names for an *ad hoc* committee. Then, when the *ad hoc* committee's report is completed, the file is considered again. CAP nominates members of these committees (typically nine nominees), but the appointment of members and supervision of the *ad hoc* committee review is the responsibility of the administration. In our experience, the Academic Personnel Office (APO) has been very efficient in forming committees and ensuring that the letters are finished and returned to CAP in a timely manner.

In recent years, the campus has reduced the use of *ad hoc* committees, bringing our campus more in line with practices on other UC campuses. Typically, CAP does not request an *ad hoc* committee for midcareer reviews, advancement to Step VI, appointments, or promotion to Professor, unless there is substantial disagreement at previous levels of review. For major promotions, when there is disagreement between department and dean, or there are one or more "no" votes in a department, CAP is likely to request the additional perspective of an *ad hoc* committee. In 2020-21, two cases had an *ad hoc* committee review.

During 2020-21, six Senate members were selected to serve as members of *ad hoc* committees. CAP expresses its gratitude toward colleagues who served and encourages all faculty members to consider agreeing to serve in the future. It also acknowledges the work of faculty who serve on Shadow CAP, evaluating the personnel files of current CAP members who are under review.

### ***Retention***

The loss of excellent faculty is a concern on our campus as well as across the UC system. CAP's goal in making recommendations on these cases is always to retain outstanding faculty, while simultaneously considering issues of equity. The long-term goal is to improve salaries on our campus, especially compared to the rest of the UC system. The systemwide Academic Senate continues to seek remedies for the gap between UC faculty salaries and those of the "Comparison Eight Institutions."<sup>4</sup>

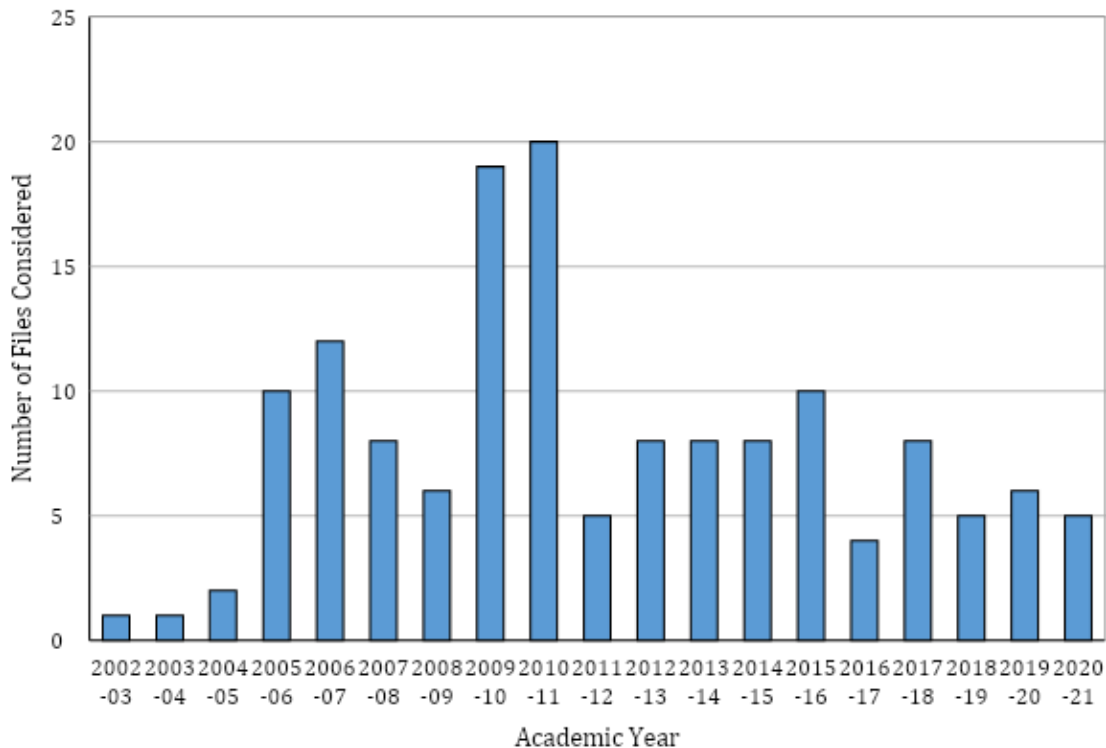
As noted above, CAP reviewed five retention files in 2020-21. Three of the retention files were for faculty members whose file was seen twice, having had a regular merit or promotion case in the same year. In light of the work that the Committee on Faculty Welfare (CFW) has

---

<sup>4</sup> The "Comparison Eight Institutions" include the University of Illinois, the University of Michigan, the University of Virginia, SUNY Buffalo, Harvard University, Massachusetts Institute of Technology, Stanford University, and Yale University.

done in recent years on the possible effects of UCSC faculty total remuneration on recruitment and retention, CAP finds it important to note that all five retention offers were successful.

The graph below shows the number of retention files considered by CAP since 2002-03.



### *Additional Routine Business*

During this year, CAP reviewed 6 requests for Waivers of Open Recruitment (2 from HUM, 2 from PBSci, 1 from SocSci, and 1 from BSOE). CAP also reviewed 15 applications for participation in the 2021-22 Negotiated Salary Trial Program (NSTP) (10 from BSOE, 4 from PBSci, and 1 from SocSci), and made recommendations on the nominations for 9 Endowed/Presidential Chair positions. In addition, CAP made recommendations on 2 FTE Transfer Requests (1 in Humanities Division, and 1 in Engineering), and 7 requests to establish joint appointments in Humanities.

## **II. Policies, Guidelines, and Recommendations**

Besides providing recommendations and consultations that fall under the purview of CAP as outlined above, the Committee continued its discussion on time-sensitive issues, such as those related to COVID-affected advancement actions, recommendations on updates to salary limits, as well as CAP-internal guidelines.

### ***Recommendations on COVID-affected advancement actions in 2021-22 and beyond***

Given that the effects of the pandemic will span several years, a Senate-Administration joint working group led by VPAA Lee with representatives from CAP, the Committee on Affirmative Action and Diversity (CAAD), and the Committee on Faculty Welfare (CFW), generated a set of recommendations for the consideration of pandemic effects in personnel review in 2021-22, 2022-23, and 2023-24. The full CAP committee was invited to provide feedback on the final recommendations of the workgroup. CAP supported the recommendations, and further recommended that considerations be made to caregiving needs that may have impacted faculty members, as well as the delays in publication due to the impact of COVID-19 on publication venues. CAP's response also recognized that both the graduate strike and the pandemic resulted in substantially reduced Student Experience of Teaching (SET) survey response rates; the dramatic change in pedagogical styles among many faculty and teaching assistants affected ratings of the overall quality of teaching performance as well as critical comments on pedagogy. CAP therefore recommended the consideration of other evaluation methods in addition to traditional student evaluations, such as annotating syllabi to highlight the necessary changes made during the impacted period, and/or (remote) class visits by faculty colleagues if appropriate. For the evaluation of creative professional activities, CAP continues to urge faculty under review to explain, in personal statements, the obstacles encountered in academic progress due to the pandemic and the campus closure. Faculty can note this on the biobibliography (biobib), indicating that invited talks or papers accepted for conferences were not delivered because the event was subsequently canceled or postponed. CAP continues its strong commitment to consider the impact of these "extraneous" pressures when reviewing personnel cases, and encourages department personnel committees, chairs, and deans to do the same. The final set of guidelines for Addressing Impacts of COVID-19 in the Faculty Personnel Review Process was sent to Senate faculty from CP/EVC Kletzer and CAP Chair Ito on May 11, 2021<sup>5</sup>.

<https://apo.ucsc.edu/policy/communications/docs/covid-impacted-personnel-reviews-may-2021%20Guidance.pdf>

### ***Updating Limitations on Off-Scale Salaries***

CAP reviewed the off-scale salary limits for personnel actions that do not meet the criteria for a merit increase in rank and step, and determined that the limits need to be updated. Rather than the current "modest off-scale salary increase such as a quarter or a half step,"<sup>6</sup> CAP suggested the new limits of a "modest off-scale salary increase" be "one third or two thirds of a step."<sup>7</sup> The proposed change is adopted in a redline version of CAPM 803.620 in a divisional review of proposed changes to the policy to increase salary limits at barrier steps (Associate 4, Professor 5, and Professor 9). If approved, these changes will be effective for the 2021-22 review year.

---

<sup>5</sup> [Kletzer and Ito to Senate Faculty, 5/11/21, Re: Addressing Impacts of COVID-19 in the Faculty Personnel Review Process](#)

<sup>6</sup> CAPM 803.620.C.1 - Limitations on Off-Scale Salaries

<sup>7</sup> Ito to Kletzer, 3/09/21, Re: Salary Increase Limitations

### ***CAP Internal Guidelines on Waivers of Open Recruitment***

CAP developed a new set of internal guidelines to systematize the committee's review of requests for Waivers of Open Recruitment for both Target of Excellence (TOE) and Spousal/Partner hires. *See also the collaborative work with CAAD and CPB on the Proposed Changes to CAPM 101 (Waiver) below.* In its review, CAP is looking for waiver requests that address the requirements as outlined in campus policy (CAPM 101.000). For TOE recruitments, by definition exceptional, the case made by both department and division should substantively justify the candidate's contribution to campus excellence. Diversity contributions in research/creative work, teaching/mentoring, and/or service must play a central role. Finally, CAP is particularly concerned that TOE appointments be reserved for tenured faculty and that in the case of an exception to this policy, the extraordinary qualities and accomplishments of an Assistant Professor be explicitly laid out in the TOE proposal. For Spousal/Partner hires the dean and the department must detail the benefit to the receiving/hiring department or division and the campus as a whole. CAP prefers documentation of the need for a Waiver of Open Recruitment, evidence of an offer in an appointment or retention case conditional on the spousal/partner hire. The department letter and/or dean's letters must provide evidence of the candidate's qualifications and include a discussion of the potential diversity contributions (in research/creative work, teaching, and/or service) of the candidate. If the Spousal/Partner hire makes special contributions to bolster diversity, this might be a criterion that would strengthen the case for a waiver of recruitment to facilitate the hire.

### ***CAP Recusal Policy and Member Participation***

A UC-wide comparison of CAP practices showed that CAPs on other UC campuses have members participate in the CAP discussions of files from their department so that they may provide valuable discipline-specific expertise and knowledge. Currently, UCSC CAP members vote at the department level and are recused from both the discussion and the vote of their department files at the CAP level. After discussing the pros and cons, CAP decided to follow the large majority of the other UC CAPs so as to not lose the valuable disciplinary expertise on CAP. Even though some CAP members have broad expertise and can provide guidance on how to evaluate files from other departments, CAP members agreed with other campus CAPs on the importance of the expertise and experience that each member brings to our deliberations. In order to ensure procedures that are unbiased, not prejudicial, and without undue influence, the presentation and interpretation of the file will not be provided by the faculty member from the department. The expertise provided by the department member will be discipline-oriented, e.g., standards of the discipline, productivity assessment standards, which publication venues are important, which schools and sub-fields are high profile, changing or emerging focus in the discipline, etc. Starting in fall 2021, CAP members will be able to participate in the general discussion of files of their departmental colleagues, but will continue to be recused from the CAP vote if they have already voted at the department level. In special cases with conflict of interest beyond departmental affiliation, the department member will be recused from the entire discussion of the file.

### ***Recommendations to Facilitate the Review of Files***

This year's CAP created a list of recommendations to facilitate the review of files, which includes information on service expectations, file composition, justification for appointment and retention salaries, expectations for external reviewers, and Teaching Professor expectations. The [Recommendations to Facilitate the Review of Files](#) document may be found on the CAP page<sup>8</sup> of the Academic Senate website.

Additional tips and recommendations may also be found on the [CAP webpage](#):

- [Top 10 Tips for Faculty](#)
- [CAP's Tips for Department Chairs](#)
- [Best Practices for Personnel Reviews in Text-Based Disciplines \(Humanities Division and Social Sciences Division\)](#)

### **III. Collaboration with Other Senate Committees**

This year CAP worked collaboratively with several other Senate committees on a range of issues affecting faculty personnel actions (reviews and appointments).

#### ***The Evaluation of Teaching***

The “overall effectiveness” question has been removed from the Student Experience of Teaching (SET) surveys as of June 30, 2019. As such, and in an attempt to reduce departmental staff workload, a decision was made for the Personnel Review Teaching Table to temporarily focus only on question #6, “The instructor communicated and explained concepts effectively,” until the table could be automatically generated by the SET platform BLUE. For 2020-21 personnel actions, the teaching table consisted of two parts: one through spring 2019 (with the overall teaching effectiveness question) and one for fall 2019 through spring 2020. CAP and the Committee on Teaching (COT) have requested that the auto-generation of personnel review teaching tables in the BLUE SET platform be enabled as soon as possible.<sup>9</sup> When the auto-generation capability of the BLUE SET platform is enabled, three questions will be included in the table in order to provide multiple approaches to the overall effectiveness of teaching. In May 2021, CAP recommended that the following three questions be included in the auto-generated tables<sup>10</sup>:

- Question 5: The instructor used course time effectively to support my learning.
- Question 6: The instructor explained concepts in ways that supported my learning.
- Question 12: Lectures and other instructor-produced presentations (e.g. video-recorded lectures) were well structured and had clear goals.

---

<sup>8</sup> Committee on Academic Personnel: <https://senate.ucsc.edu/committees/cap-committee-on-academic-personnel/index.html>

<sup>9</sup> Ito and Callanan to Lee, 11/03/21, Re: Auto-generation of Personnel Review Teaching Table in BLUE SET Platform

<sup>10</sup> Ito to Callanan, 5/06/21, Re: Teaching Table Recommendations



In order to prevent further confusion for departments and divisions, CAP also recommended that the questions not be revised again unless there is a compelling reason to do so.

### ***Proposed Changes to CAPM 101 (Waivers of Open Recruitment)***

*See also the New CAP Internal Guidelines for Waivers of Open Recruitment above.*

The Committees on Academic Personnel (CAP), Affirmative Action and Diversity (CAAD), and Planning and Budget (CPB), are tasked with reviewing requests for Waivers of Open Recruitment. In 2020-21, the chairs of these committees worked collaboratively to revise and update CAPM, section 101.000 - Waivers of Open Recruitment for Senate Faculty Positions, to clarify language, process, and campus understanding of the Waiver of Open Recruitment policies. Our campus has had a successful record in securing excellent scholars through these waivers, but it is often the case that there is confusion regarding the process at the early stages of the request, causing delays and extra labor for staff, Senate committees, and the proposing department/program. The object of this effort was (1) to provide clarity on the types of Waivers of Open Recruitment possible (the difference in criteria and procedures between Target of Excellence (TOE) waivers and Spousal/Domestic Partner Hire waivers) and (2) to ensure Senate committees are reviewing requests that are consistent in terms of quality and content. Consultation with the Senate Executive Committee (SEC), APO, and CP/EVC Kletzer is ongoing in advance of a campus-wide review expected in 2021-22.

### ***Faculty Salary Transparency***

The Committees on Faculty Welfare (CFW), Academic Personnel (CAP), and Affirmative Action and Diversity (CAAD) reviewed the 2020-21 Senate Appointment Starting Salary and Faculty Recruitment reports provided by the Academic Personnel Office (APO). The current practice is that these reports are provided to the Academic Senate and divisional deans, and the deans share the information with department chairs who are actually making the offers. CAP has reason to believe that the information is not shared effectively, and deans are not being instructed by APO to share the report with the department chairs. In order to improve transparency and address salary inequities, CFW, CAP, and CAAD requested that department chairs be included in the transmittal of starting salary and Faculty Recruitment Allowance (FRA) reports, starting in 2021-22<sup>11</sup>. Unfortunately, this request was not approved by the CP/EVC. CAP encourages all department chairs to inquire with their deans regarding starting salaries and FRAs as needed.

### ***UCSC Special Salary Practice and Career Equity***

This year CAP Chair Ito and CFW Chair Orlandi discussed the impact of the 2017-18 modification of the Special Salary Practice (SSP) on UCSC salary competitiveness in relation to other UC campuses. A preliminary analysis of available data showed that the scaled-down SSP had the net effect of slowing salary growth at UCSC. In order to fully assess the impact of the 2017-18 modification, the chairs of CAP and CFW requested further data from APO on all personnel actions at UCSC from the start of the modified/current SSP to present (2018-

---

<sup>11</sup> Orlandi, Ito, and Falcón to Kletzer, 12/01/20, Re: Faculty Starting Salary Reports - Request to Share with Department Chairs

19, 2019-20, 2020-21). Once we receive the full set of data for further analysis, the two committees will perform a thorough review of the effects of the 2017-18 modification of the SSP, and consider recommendations for future revisions to ensure that the SSP continues to make our salaries more competitive and equitable.

The CAP and CFW Chairs also discussed the need for a formal personnel review process to address salary inequity. The current form of the Career Equity Review (CAPM 412) does not address cases in which a faculty member is at the appropriate rank and step, but the salary is significantly less than a comparable faculty member at the same rank/step (and even less than someone at an earlier career stage with a lower rank/step). It was suggested that either the current Career Equity Review be modified so as to also adjust for salary that is vastly out of step with one's rank and step, or a separate 'Salary Equity Review' be instituted for these cases.

CAP and CFW will continue to collaborate on these two related issues (SSP and Career/Salary Equity Review), and plan to present joint CAP-CFW committee recommendations next year.

### **Acknowledgments**

The academic personnel review process depends on the collective work of many hands. We acknowledge AVP Grace McClintock and the extraordinary staff of the Academic Personnel Office. These knowledgeable, helpful, and hardworking staff are critical to the personnel review process, providing the information that CAP needs to get its work done. In particular, CAP members thank Chris Imai and Ibukun Bloom for their tireless efforts and great patience in working with the DivData system. CAP is also particularly grateful to Ibukun Bloom for being ready at a moment's notice to answer complex personnel questions and to Leslie Marple for her preparation of, and assistance with, CP/EVC and Chancellor authority appointment files. CAP acknowledges the work and skill of departmental and divisional staff in helping to prepare and process personnel review files, and is grateful for the dedicated divisional academic personnel coordinators and analysts.

In addition, we wish to note the successful collaborations with the Committees on Teaching (COT), Faculty Welfare (CFW), Affirmative Action and Diversity (CAAD), and Planning and Budget (CPB). Working closely with COT and Chair Callanan led to the successful finalization and implementation of the new Student Experience of Teaching Survey (SETs) platform Blue. Consultations with CFW Chair Orlandi throughout the year allowed for the identification of many issues regarding faculty salary equity. Finally, through regular discussions and collaborations with CAAD Chair Falcón and CPB Chair Neuman, significant headway was made in formally revising and updating the policy language regarding Waivers of Open Recruitment for faculty positions.

Our deepest appreciation goes to Jaden Silva-Espinoza, our Senate Analyst. While juggling the work of several Academic Senate committees, and despite the difficulties of the year, in which all work and meetings were remote, Jaden continued to serve CAP with efficiency and good humor. CAP functions smoothly in large part because of Jaden, whose quick-thinking, problem-solving, multitasking abilities and long-term, institutional knowledge of Senate

functioning as well as CAP are beyond compare. Her contributions to the personnel review process are immeasurable.

We would also like to express our appreciation for the many collaborative interactions with the divisional leaders—Dean Mitchell, Dean Koch, Dean Wolf, Interim Dean Warburton, and Dean Alinder—and with campus leadership--VPAA Lee, CP/EVC Kletzer, and Chancellor Larive.

We consider it a great privilege to have served on CAP during 2020-21, and are grateful for our colleagues and all those who play a part in the academic personnel review process.

Respectfully submitted;

COMMITTEE ON ACADEMIC PERSONNEL

Nathaniel Deutsch  
Hiroshi Fukurai (W,S)  
Susan Gillman  
Piero Madau  
Judit Moschkovich  
Derek Murray  
John Musacchio  
Laurie Palmer  
Leila Parsa  
Stefano Profumo  
Junko Ito (Chair)

March 3, 2022