

COMMITTEE ON CAREER ADVISING
Annual Report, 2006-07

To the Academic Senate, Santa Cruz Division:

The Committee on Career Advising (CCA) met once a month throughout the year. One member of the committee left during fall quarter and was not replaced.

A document presented to the Senate as part of last year's annual report (in the guise of a list of "Best Practices" for mentoring faculty) was revised and augmented somewhat to produce a list of topics to which faculty or department chairs may refer when reviewing the issues that should be addressed as a matter of course in the mentoring of faculty, whether newly arrived or not. The plan is to make this list available to all deans and department chairs and others who may find it helpful. For example, it might be included in orientation packets for new faculty.

An effort was made to question newly arrived faculty to see what topics they wished they had been advised about. The main thing learned from this survey was that it is important to distinguish orientation issues from career advising issues. What newly arrived faculty members mainly receive is orientation, while CCA is concerned entirely with mentoring. In general it seemed to CCA members that faculty and departments were not aware that the Committee can be asked to advise on Career Reviews, or that the CCA chair is available for individual career advice.

The Committee had consultations with Vice Provost of Academic Affairs (VPAA) Alison Galloway, with Assistant Vice Chancellor (AVC) of Academic Human Resources (AHR) Pamela Peterson, and with the Committee on Committees (COC) Chair Carol Freeman.

VPAA Galloway was interested in ensuring that faculty are mentored for leadership positions and informed the Committee about the planned UC Leadership Academy. A member of CCA attended one of the VPAA's lunches for department chairs and spoke about the work of the committee to those present (a relatively small number attended perhaps because the date fell during finals week).

AVC Peterson spoke to the committee about the seminars that AHR runs for faculty. In response to questions about the supposed bulge at Professor Step V caused by faculty unable to muster a case for the Step VI review, she informed us that there now appeared to be no such bulge. She noted that there is no workshop for new incoming department chairs, or a set of guidelines for them. It was agreed that chairs need education on topics like mentoring for tenure and what to put in department letters for personnel reviews. Delay of faculty personnel files seems to be mainly at the department and division levels, before reaching the Committee on Academic Personnel (CAP), and not in the CAP process or the Campus Provost/Executive Vice Chancellor's office.

There was some discussion with AVC Peterson of placing a link on the AHR page to an appropriate page giving details of assistance CCA can provide. This will need to be revisited by next year's committee.

In the consultation with COC Chair Freeman, the question of the future of the Committee came up. CCA has an up-and-down history, sometimes becoming active and undertaking a survey (as

in 2005-06), and sometimes wondering what to do with the results of its survey (as in 2006-07). Chair Freeman noted that disbanding CCA (as opposed to merely not staffing it on a temporary basis) would require a Bylaw change, and is discouraged because it would be all but impossible to re-establish a committee that had gone out of existence. There was some discussion of the connection CCA might have with other committees, such as CAP, the Committee on Faculty Welfare (CFW), and the Committee on Teaching (COT). It was noted that CCA could not be a subcommittee of CAP, despite the relevant expertise of CAP's members, because there would be a conflict between the two charges.

The Committee was asked to do a number of reviews of newly proposed policies: the UCSC Partner Employment Task Force Report, July 2006; the UCSC Strategic Academic Plan review, September 2006 draft; the APM 220 policy on Step VI and Above Scale; the Universitywide Committee on Academic Personnel (UCAP) Synopsis of the Present Status of the UC Merit and Promotion System; the UC Open Access Policy regarding journal articles and conference proceedings; the Principles of and Policy Recommendations for UC Faculty Compensation; and APM 210-1-d: Instructions to Review Committees which Advise on Actions in the Professor & Corresponding Series. Most of these had little or no connection to CCA's charge.

The Universitywide Committee on Academic Personnel (UCAP) "Synopsis of the Present Status of the UC Merit and Promotion System and Principles of and Policy Recommendations for UC Faculty Compensation" document concerned the Committee. UC policy on setting faculty salaries is falling apart as campuses scramble to find ways of attracting and retaining faculty of quality. Experienced hires from three or four years ago serving on search committees are finding that newly hired PhD's are being offered salaries significantly in excess of their own, in order to match competing offers. Some campuses are adding money to salaries from other campus funds. Eventually the Assistant III salary will not be adequate to recruit anyone. CCA, then, is distinctly and acutely concerned that the truly most worrying issue relating to advising UC faculty on career progress is that faculty salaries have begun to lag to a degree that will degrade quality in every respect.

Respectfully submitted,

COMMITTEE ON CAREER ADVISING

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Appendix One: Best Practices

Best Practices for Faculty Mentoring include mentoring in the following areas:

- 1. Research:** identify funding sources, seed money, start-up, creative off-site research, help with grant writing, and intellectual property rights
- 2. Publication:** review of manuscripts, where to publish, when to publish, relative importance of chapters, journal articles, and book review
- 3. Expectations for Tenure, Full Professor, Step VI and Above Scale:** preparation of file, personnel review, rules, and procedures
- 4. Teaching:** grading, course development, writing a syllabus, academic integrity policies, and classroom expectations and management
- 5. Service:** participating on department, campus, and senate committees; service to the profession and the public; associate professor service outside of department prior to promotion to full professor
- 6. Lab and Office Space:** what is appropriate, negotiation, and contraction and expansion of research space
- 7. Supervision of Students and Post Docs:** expectations, hiring, training, and management
- 8. Other Personnel Issues:** sexual harassment, diversity awareness, and hiring procedures
- 9. Administrative Rules:** voting rights, purchasing, and reimbursements
- 10. Consulting, Conflicts of Interest, and Extra-Curricular Activities:** writing textbooks, teaching summer session, and consulting—when and what to do
- 11. Managing Workload:** day-to-day, long term, office hours, email, writing, grad students, committees, teaching, research, and publishing
- 12. Life Balancing:** family, work, health, and community