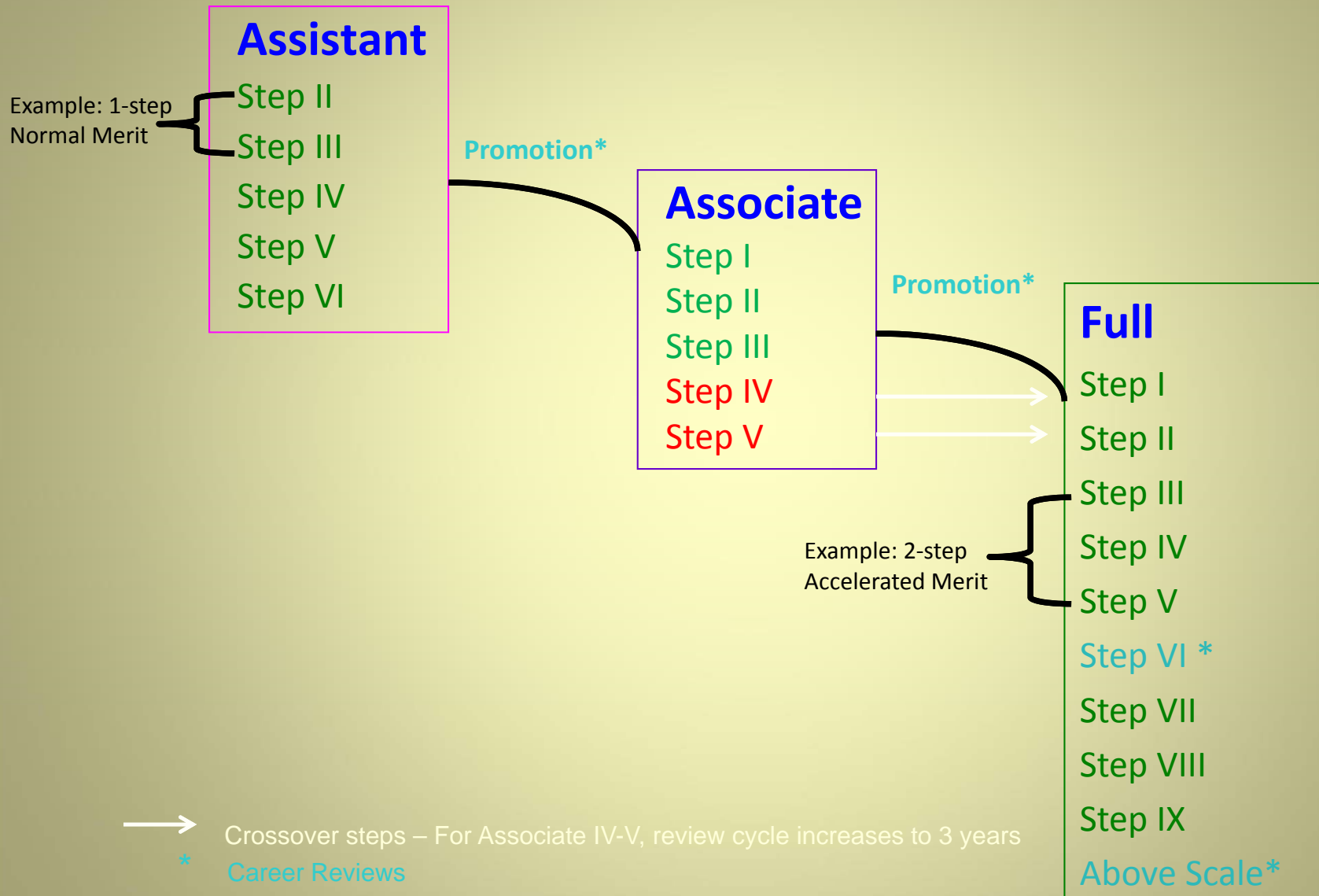


The Academic Review Process

Ladder Ranks & Steps



Salary Terms

CURRENT SALARY SCALE

TABLE 1			
PROFESSOR SERIES			
<u>Rank</u>	<u>Step</u>	<u>Years at Step</u>	<u>Annual Salary</u>
Assistant Professor	I	2	60,300
	II	2	64,000
	III	2	66,400
	IV	2	70,200
	V	2	73,700
	VI	2	77,200
Associate Professor	I	2	73,800
	II	2	77,300
	III	2	81,700
	IV	3	86,600
	V	3	93,300
Professor	I	3	86,800
	II	3	93,400
	III	3	100,300
	IV	3	107,500
	V	3	115,300
	VI	3	124,700
	VII	3	134,900
	VIII	3	146,000
	IX	4	158,400

Salary Scale – The base salary scale set by UCOP for all campuses (see current scale to the left).

Off-Scale – Salary that is higher than the published salary at the designated rank and step. All files requesting new or reset off-scale go to CAP and the EVC has final approval authority.

Market Off-Scale is accorded to faculty for whom it has been determined that market place conditions necessitate such a measure in order to keep salaries competitive. Market off-scale salaries are the norm in our department. They are initially set during recruitment and may increase in cases of retention and a limited number of other specific circumstances.

Bonus Off-Scale is awarded to reward achievements in lieu of a merit (step) increase or for achievements in excess of a normal merit but less than those needed for a step acceleration. Bonus off-scale increments are always equal to one-half step between the appointee's current or proposed step and the next higher step. Bonus off-scale payments end at the time of the next advancement.

Above Scale (Distinguished Professor) – Full professors who advance beyond the last step (Step IX) receive the honorary title of “distinguished professor.” While further “step” advancements do not occur at this level, salary increases are proposed/awarded in increments based on the salary increase associated with advancement from Step IX to AS.

Salary Calculation

Salary increases for merit advancements are based on the UC salary-scale step increments (see previous slide). The market off-scale component does not change as part of the merit review process. Bonus off-scale increments, which are awarded for only one review period in half-step increments, are given as part of the merit review process.

Example: A faculty member is currently at Professor Step IV at a salary of \$117,500 (10,000 of which is a market off-scale increment). A normal one-step merit accords a salary increase of \$7,800, which is the difference between steps IV and V on the salary scale, with the market off-scale increment unchanged.

PROPOSED SALARY:	Prof V total salary	\$125,300
	Prof V on-scale	\$115,300
	Market OS increment	\$10,000

CURRENT SALARY:	Prof IV total salary	\$117,500
	Prof IV on-scale	\$107,500
	Market OS increment	\$10,000

The market off-scale component can increase in cases of retention and, occasionally, due to special campus programs such as equity awards, promotion bumps, etc. A faculty member's full salary including both market and bonus off-scale increments are increased at the time of any COLA/salary scale adjustments.

Review Periods

Assistant Professors

(More detail provided in slides 14-15: Reviews at the Assistant Level)

- Subject to Probationary Period limit with promotion review typically occurring in 6th year
- Reviewed for reappointment/merit every two years.

Standard schedule:

- o 1st merit/reappointment review - Dean's Authority
- o 2nd review for Reappointment/Merit/Appraisal
Dean, CAP, EVCAA (final authority)
- o 3rd review – Promotion/Postpone/Terminate -Dean, CAP, EVCAA (final authority)

REVIEW PERIODS - 2

- Associate Professors:

“Normal” time at rank = 6 years

Steps I-III = 2 year review cycles

Steps IV & V (crossover) = 3 year review cycles

- Full Professors:

Steps I-VIII = 3 year review cycles

Step IX and Above Scale = 4 year review cycles

Review Process

Time Period

What will (should) be happening

May - June

All faculty due for review will receive notice of impending review from the Department and Dean's office

July - September

External letters solicited for career review cases. Candidate must provide current CV and research materials for circulation to referees by, ideally, early August.

August - December

All review file materials are due in the Department Chair's Office. Please note your specific deadline.

October 15

Official end date for the current review period. With a few exceptions, no accomplishments occurring after this date should be included in the review file.

October - February

Department faculty review and vote on assembled files.

November

First Dean's Office deadline for various actions (appraisals, no Changes, certain merit advancements)

December - January

All career reviews and acceleration files due in Dean's Office.

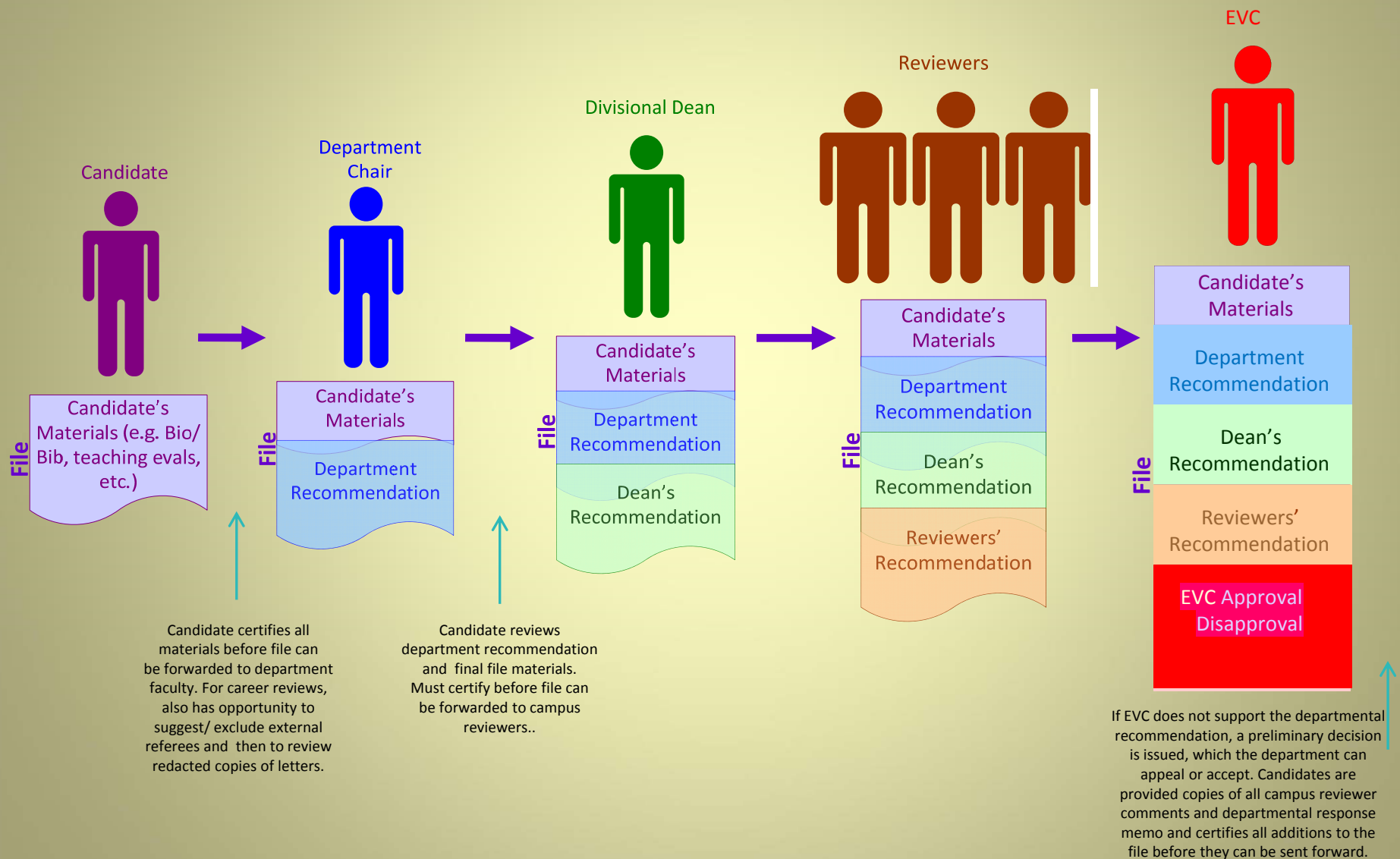
November - July

Files reviewed by all appropriate campus reviewers and candidates and department informed by EVC or Dean of final decision on review.

July 1

All approved advancements become effective and salary increases are reflected on August 1 paycheck.

The Academic Review Process at UCSD



Areas of Evaluation

- *Scholarship/Research.* Quality and quantity; venues; impact; external validation (awards, reviews, etc.), independence
- *Teaching:* undergraduate/graduate lecturing; advising doctoral and masters' students; supervising teaching assistants; participation in campus or other mentoring and internship programs (AIP, McNair, etc).
- *Service:* department; campus; professional/discipline; community; clinical (where appropriate)
- *Diversity:* Efforts to reach out to normally under-served populations and enhance the accessibility of higher education to all. Contributions to diversity are encouraged and can help your review but are not required and this section of your Biobib can "be left blank without prejudice." If you do have activities during the review period that contribute to diversity goals of the department or University, you are encouraged to list them on your Biobib and discuss in your sliced bread memo.

Standards & Policies

Normal Advancement

Per UC policy, advancement in the Professor series requires evidence that “the appointee is continuously and effectively engaged in research,” “high quality teaching,” and University and public service. An excellent normal merit advancement file in our department would include approximately 2 articles per year and strong teaching and service.

Accelerations

Accelerations (more than one step or off-cycle advancements) are used to reward extraordinary contributions in research and creative activity, teaching, or other scholarly and educational contributions. Policy requires demonstration of unusual achievement and exceptional promise of continued growth.

- Acceleration cases should not be proposed if there is a weakness in the appointee’s performance in any area of responsibility specified in the review criteria. In practice, campus reviewers truly do scrutinize the record in all areas in acceleration cases. Many accelerations are denied because of weaknesses in teaching or service even if research is exceptional.
- Acceleration proposed on the grounds of unpublished work or work that has not yet been evaluated by a scholarly public is not appropriate.
- It is exceedingly rare for a candidate to receive more than two steps at any one review.

Promotion and other Career Reviews

In addition to the basic advancement requirements being met consistently while within rank, promotion to Associate or Full Professor and advancement to Professor Step VI or Above Scale also requires:

- a major project (a series of articles or a book) that makes a substantial and integrated contribution to scholarship
- positive evaluations from qualified and independent external referees*

Crossover Advancement (Assistant V-VI and Associate IV-V)

Until recently, advancement to a crossover step required additional justification beyond that needed for advancement to other steps. This has been removed from policy. The only notable impact now is that the review period is longer (3 years) at Associate IV-V than it is at Associate I-III (2 years).

*A recent policy change makes external letters optional for Step VI review, but they often will still be appropriate and valuable to include.

Review Outcomes

Range of Possible Step/OS Outcomes (Approval Authority)

2 Steps - Acceleration (CAP- EVC)

1½ Steps - Merit + Bonus Off-Scale
(CAP - EVC)

1 Step - Normal Merit (Dean)

½ Step - Bonus Off-Scale (CAP -EVC)

Deferral (1st=Dean, 2nd=EVC)

No Change (Dean)

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Unusual strength in one or more area and no weaknesses

- If standards are met in ALL areas and exceeded in one or more, additional reward beyond one-step advancement in the form of bonus off-scale or acceleration to a higher step may be appropriate.

Weakness in one or more area + strength in one or more area

- Normal advancement may still be possible if exceptional strengths in one or two areas are sufficient to balance out weaknesses in the record.
- If weaknesses are more significant, but there is notable strength in one area bonus off-scale award in lieu of full step advancement may be an option.

Significant Weakness in all areas and/or no research productivity:

- One-year deferral if work is in progress and expected to be completed within the year.
- No Change. Stay at same rank/st.ep/salary and reset review clock

Recent Lessons

In addition to the usual essentials detailed above and in the Department Call Memo, below are a few specific issues that have come up in recent reviews that should be addressed in your case if relevant. These are of particular importance if anything more than normal merit advancement might be a possibility.

- **High Acceleration Bar:** In general, recommendations for acceleration continue to be very closely scrutinized with many being turned down at the campus level for reasons like those below and others. Weakness in one area is likely to preclude acceleration even with unusual strength in another. The department and candidate should consider this carefully before deciding how to proceed. If a recommendation for acceleration is justified, the file needs to provide a full accounting of activities in *all* areas and proactively address potential issues .
- **Co-authorship:** It is critical to explain fully the nature of collaborative publications including the proportion and specifics of your individual contribution. It is also helpful to discuss why collaboration was valuable/essential to the project. If this is missing, campus reviewers may return the file for more information and/or inaccurately evaluate your contribution. Review CRediT Taxonomy for useful definitions of different types of contributor roles.
- **University service:** A number of recent acceleration cases have been denied due to insufficient department and University service. This is particularly scrutinized at the Full Professor rank. As such, it is important that you make appropriate contributions in this area, keep track of all of your service activities, accurately list them on your Biobib, and provide relevant details in your sliced bread memo .
- **Extended leaves and course reductions:** CAP has indicated they find it difficult to evaluate accelerations and promotions for candidates who have been on extended professional leave or had their teaching and/or service reduced for other reasons (other than in cases of medical and family leaves, which they specifically exclude from this discussion). As CAP explains, accelerations and promotions are designed to reward faculty who have excelled in research, teaching, *and* service, and reduced activity in any of these areas may be viewed as a weakness in the record.
- **Venue Information:** CAP has specifically encouraged departments and candidates to better describe the review process, prestige, and merit of journals and presses to ensure publications are accurately evaluated. This can be particularly important in the case of publications that might be otherwise discounted such as book chapters that truly are peer-reviewed original research, articles in newer and/or lesser known venues, etc.

1. Reviews at the Assistant level

Assistants are reviewed for reappointment/merit every two years. Standard schedule:

- 1st review – Reappointment/Merit - Dean's Authority
- 2nd review - Reappointment/Merit/Appraisal - Dean, CAP, EVC (final authority)
- 3rd review – Promotion/Postponement/Termination -Dean, CAP, EVC (final authority)
- 4th review – Promotion/Terminate: Only takes place if postponement/reconsideration was approved - Dean, CAP, EVC (final authority)

Second Review/Appraisal

- Your second review will begin at the end of your third year unless you have requested an extension of your review period and probationary period for childbearing and/or parental leave.* In addition to the merit review, this includes a “Tenure Appraisal.” This requires that the department appraise your current trajectory and chances for tenure. The possible outcomes of this separate review are:
- **Favorable:** Indicates that promotion is likely, contingent on maintaining the current trajectory of excellence and on appropriate external validation.
- **Favorable with Reservations:** Indicates that promotion is likely, if identified weaknesses or imbalances in the record are corrected.
- **Problematic:** Indicates that promotion is possible if substantial deficiencies in the present record are remedied.
- **Unfavorable:** Indicates that substantial deficiencies are present; promotion is unlikely.

The most common appraisal outcome at both the departmental and campus level is Favorable with Reservations.

*Deferral of merit review and/or extension of the probationary is possible at the Assistant level in certain instances including following the birth or adoption of a child. This and other family accommodations policies can be viewed at: <http://adminrecords.ucsd.edu/ppm/docs/230-15.HTML>

2. Reviews at the Assistant level

The third (sixth-year) review—called the Readiness Assessment—begins at the end of the fifth year. At this point the Department will evaluate readiness for tenure by appointing an ad hoc committee of 3 faculty members to review the candidate's complete record against the departmental tenure standards:

To meet the standard of tenure in our department, we expect a research output of roughly two articles per year (or equivalent book progress), including in this total one completed major project (a series of articles or a book) and another significant project underway. We also expect that a junior faculty member will establish a strong teaching record, and if they encounter any difficulties at the beginning of their teaching careers, she or he shows efforts to address these. Although four courses per year is the norm for our department, we frequently grant a course release in some years before tenure. We do not expect extensive service to the department or university in these pre-tenure years.

The Department must make one of the following recommendations at this review:

- **Promotion** – The candidate will be promoted to Associate Professor (with tenure) at the beginning of the next year.
- **Postponement** – The candidate's tenure review will be delayed by one year. Evidence must be provided that there is work in progress that is expected to support tenure at that point.
- **Termination.** The candidate is given a one-year terminal contract for the following year. There will one final opportunity to appeal, but this recommendation indicates that it is unlikely that the candidate will successfully earn tenure.

For tenure review, a minimum of 5 independent external letters must be solicited and added to the file.

Retentions

Retaining our faculty is one of our department's highest priorities. However, retention counteroffers are subject a number of strict campus restrictions, including the current practice limiting retention requests to once every 5 years. In addition (from the Dean/EVC), UCSD will not:

- Overmatch outside offers. In fact, discounts are common, partly because campus feels the candidate would incur transaction costs moving to another institution.
- Respond to offers from lower quality institutions with comparable counteroffers. In this case, counteroffers will be lower or there may not be one at all because the other department, faculty, students are determined to simply not be competitive.
- Match compensation/funding for administrative duties at another institution when the candidate does not fulfill the same/similar duties at UCSD.
- Respond to artificially short deadlines from raiders. Instead, the other institution is expected to give a reasonable amount of time to respond—around 4 to 6 weeks—so that the candidate has a full opportunity to consider both offers.
- Counter relocation allocations, such as moving allowances or computer setups.
- Respond to unwritten offers or promises. We recommend to all candidates that they document exchanges with competing institutions in writing whenever possible.
- Respond to multiple offers to a candidate in sequence.