



February 27, 2018

TO: Dylan Rodriguez, Chair
Riverside Division

FR: Thomas Stahovich, Chair
Executive Committee, Bourns College of Engineering

A handwritten signature in black ink that reads "Thomas Stahovich".

RE: Second Systemwide Review of Proposed Revisions to APM Related to Security of
Employment Series

The ladder-rank and SOE series both appear to have the same privileges, including salary scales and Senate membership. There appear to be fundamental disparities, however, between the standards for appointment and promotion for the SOE and ladder-rank series. These may be difficult to reconcile with the university's mission.

- The University's profile is determined by the attainments of its faculty, and given the University's mission, such attainments have historically been defined primarily in terms of scholarly achievement. The privileges that attach to faculty status are a reflection of this reality. The Senate should consider whether granting the same compensation and privileges under a different set of criteria amounts to an inadvertent redefinition of the University's mission.
- While the ladder-rank series does require substantial teaching (4 courses/year in BCOE, say), it is inconceivable that anyone in the ladder-rank series could make tenure on the basis of a strong record of teaching but a poor record of research. An excellent record of scholarly achievement, internal and external service, augmented by external fund-raising remain the primary criteria. In many fields, including engineering, a substantial research program entails substantial funds, and the effort involved in obtaining such external funds far exceeds the effort involved in teaching 3—4 additional courses.
- For the SOE series, no demonstration of national or international stature, and no external letters are required. Even for the teaching function, the criterion is excellence, not innovation. Continued growth and mastery of the subject suffices for the SOE series, while the ladder-rank series seems to expect a lot more, even for the teaching function.
- While the corresponding criteria for the SOE series are still under development, it may be useful to consider the criteria laid out in the request for external letters for the ladder-rank series, and contrast them with what are likely to be the corresponding criteria for the SOE series:

For tenure:

The University of California standard to which tenure candidates are held uses the language "superior intellectual attainment" to describe the candidate's record of research and teaching. The measurement of XXX's work against this standard requires careful analysis of the work and of its significance in the field: Has the work made a substantial impact on the discipline? Has the thinking of others in the field been changed by the work? Your response will be most useful to the department's deliberations if it addresses these questions in analytical detail.

In addition, we would value an assessment of XXX's relative standing in [his/her] field. It would be most helpful if you could compare [his/her] research accomplishments with those of other scholars of similar experience and rank in the same discipline.

To full Professor:

Within the University of California, appointment or promotion to Associate Professor (with tenure) requires the demonstration of superior intellectual attainment, evidenced both in research, teaching or other creative achievement.

For promotion to full professor, we look for further evidence of this attainment and excellence beyond that achieved for promotion to Associate Professor, and for significant impact within the scholarly community. This could include evidence of national/international recognition of scholarship in the discipline, influence on the thinking of others in the discipline, and leadership in research and excellence in teaching.

Although service is an important component of the record, it cannot substitute for attaining the high standards in research and teaching expected by the University.

- These disparities are exacerbated by the prohibition against appointing a faculty member denied tenure in the ladder-rank series to the SOE series for five years. Such a faculty member may have met all the criteria for security of employment in the SOE series, so this prohibition appears fundamentally unreasonable.