



UC San Diego

Policy & Procedure Manual

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PERSONNEL - ACADEMIC

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APPOINTMENT OF ACADEMIC PERSONNEL

I. REFERENCES AND RELATED POLICIES

[Academic Personnel Manual \(APM\)](#)

[UC San Diego Policy and Procedure Manual \(PPM\) 230-28, Advancements and Reappointments](#)

[Memorandum of Understanding, University of California and University Federation of Librarians University Council - American Federation of Teachers, Professional Librarian Unit](#)

[Memorandum of Understanding, University of California and University Council - American Federation of Teachers, Non-Senate Instructional Unit](#)

II. INTRODUCTION

This section of the Policy and Procedure Manual (PPM) contains the campus policies and procedures pertaining to the appointment of academic personnel at the University of California, San Diego.

This PPM section incorporates and implements provisions of the University of California Academic Personnel Manual (APM). For additional information, contact the appropriate divisional dean's office or refer directly to the APM.

This PPM section is not applicable to appointees in series covered by a Memorandum of Understanding with an exclusive bargaining agreement, except when the Memorandum of Understanding specifically states that certain section(s) of the PPM apply.

III. GLOSSARY OF TERMS

A complete glossary of academic personnel terms is available on the [UC San Diego Academic Personnel Services Web site](#).

IV. RECRUITMENT OF ACADEMIC PERSONNEL

An open recruitment is required to propose a candidate for a new academic appointment, including an appointment that is an intercampus or intracampus transfer. Information on recruiting academic personnel is available on the [UC San Diego Academic Personnel Services Web site](#). [PPM 230-6, Academic Personnel Affirmative Action Program](#), sets forth the requirements for the open recruitment process. No action may be taken on the appointment proposal until the recruitment process has been completed, unless the appointment is exempt as noted below.

A. Appointments Exempt from Open Recruitment

1. Appointments of UC San Diego academic personnel to "Recalled" status.
2. Appointments to "Visiting" titles when a candidate is on leave from another university, college, or public or private research laboratory.
3. Postgraduate Research appointments (all of which are limited to five years).
4. Non-salaried appointments.
5. Appointments at 50% time or less, except for Ladder-Rank positions. An open recruitment is required for Ladder-Rank positions, regardless of percentage of appointment.

6. Appointments at more than 50% time, but limited to *two quarters* or less (academic-year basis) or six months or less (fiscal-year basis).

NOTE: Any extension beyond two quarters or six months (total time worked at UC San Diego) requires an open recruitment unless the proposed reappointment is at 50% time or less.

7. Positions requiring student status, e.g., teaching assistant, research assistant, tutor.

B. **Additional Recruiting Requirements**

Special conditions must be met before initiating negotiations with a candidate who:

1. Is a non-U.S. citizen. Departments should consult with the International Center regarding visa requirements for appointments of non-U.S. citizens before an appointment file is submitted for consideration. Candidates must verify eligibility to work in the United States. The federal government has designated the I-9 form, *Employment Eligibility Verification*, as the document to be used in the verification process for non-U.S. citizens. For additional information, refer to [PPM 395-13, Payroll/Alien Information](#) and [APM 530, Recruitment/Non-citizens](#).
 2. Is employed by another California public institution. Combined teaching appointments at the University of California and the California State University (CSU) may not exceed 120% of full time, except for University Extension service. That is, CSU faculty who are employed 100% time may be appointed at UC San Diego up to 20% time with written authorization by the appropriate dean at the CSU campus. For additional information, refer to [APM 500, Recruitment/General](#) and [APM 501, Recruitment From Other California Institutions](#).
 3. Is employed by another University of California campus. For additional information, refer to [APM 500, Recruitment/General](#), and [APM 510, Recruitment/Intercampus Transfers](#).
 4. Holds a tenured appointment at any institution that is a member of the Association of American Universities (AAU). For additional information, refer to [APM 500, Recruitment/General](#).
- Is a near relative of an employee in the same department. The employment of near relatives in the same department is permitted when the near relative relationship is disclosed and the appointment is pre-authorized. For additional information, refer to [APM 520, Recruitment/Employment of Near Relatives](#).

V. **GENERAL APPOINTMENT POLICIES**

Upon the successful completion of an open recruitment, or when an open recruitment is not required, an appointment file must be prepared in order to propose a candidate for appointment at UC San Diego.

A. **Department Chair Responsibilities**

1. **General**

The department chair (or equivalent officer) is responsible for complying with the policies and procedures for appointment of academic personnel. This includes all recruitment requirements, as well as preparation and submission of academic appointment files in accordance with University and campus policies. It is the

department's responsibility to submit appointment files sufficiently in advance to allow adequate time for completion of academic review prior to the proposed effective date.

The department chair is also responsible for discussing in the departmental recommendation letter the voting process used and the degree of consultation within the department.

2. Funding

The department chair must ensure that funding is or will be available for the prospective appointee prior to forwarding the appointment file for consideration. For an appointment requiring an FTE, the department chair must also ensure that an FTE has been secured.

3. Potential Conflict of Interest

If the department chair and the candidate proposed for appointment are close collaborators, the department chair should not participate in the preparation of the appointment file. The vice chair or another independent senior faculty member should oversee the process and prepare the departmental recommendation letter.

If a recommended appointment will result in a near relative being employed in the same department as an existing appointee, the existing appointee may not participate in any academic review actions affecting the near relative. (For the definition of "near relative," refer to APM 520, "Appointment of Near Relatives.") If an existing appointee would normally participate in the recruitment process and/or vote on the appointment (that is, if the prospective candidate were not a near relative), the departmental recommendation letter should state that the existing appointee did not participate in the recruitment or vote on the appointment of the near relative, and will not participate in any future academic review decisions for the candidate if he or she is appointed.

If the department chair or any faculty member contributing to the file has a financial interest in a company employing a potential faculty member, that information should be included in the file, and such individuals should recuse themselves from contributing to the appointment file.

4. Departmental Recommendation Letter

The department chair is responsible for drafting the departmental recommendation letter, which is a presentation of the department's recommendation of appointment based upon the evaluation of the appointee by all eligible members of the department.

The letter should include:

- a. The proposed title, rank, step, salary, effective appointment date(s), and any funding contingencies.
- b. A brief description of the open recruitment conducted by the department for the position and how the candidate was selected. Other applicants should not be identified in this description.
- c. Justification of the recommended rank, step, and salary based on the criteria specified for the series, including justification for a market off-scale salary, if applicable.

- d. A report of the consultation with members of the department, including a statement specifying the degree of departmental consultation and any dissenting opinion. The letter must make clear who was consulted and the manner of consultation, verify that a complete file was presented for voting members' consideration, and present the results of the vote taken, including the reasons (if known) for any negative votes. Departments are required to document in the appointment file the participation and membership of the departmental ad hoc committee.
- e. A description of the candidate's expected role in the department: research to be conducted and/or classes the candidate will teach; the candidate's anticipated contribution to the department's instructional mission at both the undergraduate and graduate levels; and a description of the department's teaching requirements and how the candidate's teaching load meets those requirements (for applicable titles).
- f. A thorough evaluation of the candidate's qualifications in accordance with the specific criteria established for the proposed series. This includes a full and detailed evaluation of the candidate's scholarly and creative achievements, a description and evaluation of the candidate's teaching experience and effectiveness, and assessment of his or her professional reputation in the academic community.
- g. For joint appointments, a description of the degree of consultation in each department or program, as well as the candidate's role in each area. Both departments should submit letters of recommendation or co-sign one letter.

The department chair may also write a separate, confidential letter setting forth his or her personal recommendation, if desired.

5. Departmental Search Committee or Ad Hoc Committee

Although the department chair is responsible for documenting and presenting the departmental recommendation, the department chair may appoint a departmental search or ad hoc committee to advise the department.

If a search or ad hoc committee is appointed to advise the department, its recommendation should be included in the academic appointment file.

6. External Referee Letters

Letters of evaluation from referees external to UC San Diego are required for appointment files.

- a. Three (3) external referee letters are required for appointments at the Assistant rank, the Lecturer with Potential for Security of Employment rank, and in the Academic Administrator and Academic Coordinator series.
- b. Five (5) external referee letters are required for appointments at the Associate rank or above and for appointments at the Lecturer or Senior Lecturer with Security of Employment ranks.
- c. One (1) external referee letter is required for a temporary appointment

The department chair should solicit evaluations from individuals who are independent of the candidate, who are expert in the candidate's field, and who are able to provide an objective appraisal of the candidate's work. When

possible, letters should be included from those who know candidates only through their work.

Referees should be urged to provide an objective and analytical evaluation with specific comments about the candidate's abilities and accomplishments, rather than uncritical praise.

Use of external referees whom the reviewers may not regard as objective or independent evaluators, either because they are too close to the candidate professionally (e.g., collaborators, thesis supervisors, etc.) or because they have a personal relationship with the candidate, may be included if they shed light on collaborations. Non-independent letters do not count toward the minimum number of required external letters.

External evaluation letters may be solicited from academic appointees at other University of California campuses. Under special circumstances, evaluations by other department members may be appropriate, but in general, letters of evaluation from within a candidate's department are not recommended.

For Assistant-level appointments proposed at Step I or II, external letters of evaluation from the candidate's mentors and others at the home institution are acceptable; however, additional letters from more independent sources should be obtained if available.

For Assistant-level appointments proposed at Step III or higher, and for all appointments at the Associate or Full level, letters should be from external referees who are senior scholars (Associate level or higher) and who are independent of the candidate. If external referees are not senior scholars or are not independent of the candidate, the department should explain why they were selected as the best-qualified referees. *This information should only appear on the Referee I.D. form.*

The department chair must give the candidate the opportunity to suggest names of persons to be solicited for letters of evaluation. Other names should be added to this list by the department chair in consultation with a departmental review committee. Normally, no more than one out of three external letters (when three are required for the file) or two out of five (when five are required for the file) should be from referees selected solely by the candidate. This level may be exceeded if the candidate's list includes all of the recognized experts in the field. Candidates should never solicit their own evaluation letters.

Solicitation letters must include appropriate wording describing the proposed action and explaining to external referees the nature of the position to be filled—e.g., tenured or non-tenured—and the criteria required for appointment to that position. For appointment to tenure and to the top steps of the Professor series (VI, VII, VIII, IX and Above Scale), the solicitation letter should explain the significance of these steps so that referees can evaluate the candidate's achievements in relation to UC San Diego's criteria for appointment. A description of steps should be used as outlined in the [Academic Salary Scales](#) located on the Academic Personnel Services Web site.

External letters may be solicited and received electronically, but they must be submitted with an email cover letter or electronic signature from the referee to verify authenticity.

Sample solicitation letters are provided on the [UC San Diego Academic Personnel Services Web site](#). Solicitation letters must include the University's confidentiality statement, which is also provided on the [UC San Diego Academic Personnel Services Web site](#).

All external referee letters received must be included in the file.

A copy of the departmental letter to external referees, reflecting the date the letter was mailed, must be included in the appointment file. If the same letter is sent to several individuals, only one copy should be included in the file. If the text of the letter varies among referees, one copy of each version should be included in the file, indicating the date the letter was sent and the names of recipients.

The department should provide typed versions of any handwritten letters received; both the handwritten and typed versions of the letter must be included in the file.

Translations of letters written in foreign languages must be included in the file, along with the original untranslated versions. At the end of the translation, the translator must be identified by name and position held. Candidates may not serve as translators for letters solicited for their appointment files.

a. Unsolicited Letters of Evaluation

Unsolicited letters of evaluation that are added to the file by the candidate are not considered confidential.

Unsolicited letters received by the department but NOT added to the file by the candidate may be included in the file at the department chair's discretion. Before including an unsolicited letter in the appointment file, the department chair must send the University's confidentiality statement to the letter writer and obtain a signed or electronic authorization to use the unsolicited letter in the file. The authorization, the unsolicited letter, and the department chair's letter transmitting the confidentiality statement should be included in the file.

7. **File Submission – Timing of Offer**

A formal offer of appointment from the Executive Vice Chancellor for Academic Affairs must be made by April 1 if the candidate is a ladder rank appointee from another UC campus, or by April 30 if the candidate is a ladder rank from another Association of American Universities (AAU) member institution if the appointment is to be effective the following academic year.

The department chair is responsible for submitting the appointment file sufficiently in advance to allow adequate time for file review if the proposed start date is the beginning of next academic year.

Department chairs do not have the authority to extend offers of employment. The [UC San Diego Authority and Review Chart](#) sets forth the individual(s) and/or committee responsible for review, as well as the final authority for approval.

B. **Series**

The series proposed for a candidate must be appropriate for the functions and duties he or she will perform. Special attention must be paid to the criteria for appointment specified for each academic series, which are described in Section VI, General Description of Appointment Criteria, and Section VII, Series Descriptions.

C. **Rank or Step**

When establishing the rank or step for a candidate, a department must give due consideration to the candidate's experience and accomplishments. Specific requirements for certain ranks are listed under the relevant series in Section VI.

D. Limitation on Total Period of Service

Total University service in the academic titles listed in Column A in the tables below is limited to a maximum of eight years (referred to as the eight-year limit). Periods of service on any campus of the University of California in any combination of the titles listed in Column B below count toward the eight-year limit.

If a candidate for appointment to a series listed in Column A has had prior University of California service in any of the titles listed in Column B, it is the department’s responsibility to compute the maximum remaining years of service allowable in the proposed title and to inform the candidate of the remaining years of service allowable for the UC San Diego appointment.

Eight years is the maximum period of cumulative service in these titles; service in any individual title may be for a period of less than eight years.

By exception, the President of the University of California may approve appointment of an Assistant Professor, a Lecturer with Potential for Security of Employment, or a Senior Lecturer with Potential for Security of Employment beyond the eighth year for no more than two years

TABLE 1

COLUMN A	COLUMN B
<p>UC San Diego titles subject to a limitation on total period of service:</p>	<p>Previous periods of service on any campus of the University of California in any combination of the following titles count toward the eight-year limit:</p>
<ul style="list-style-type: none"> ▪ Assistant Professor (Ladder-Rank) ▪ Assistant Professor In Residence 	<p><i>Professor series and related titles</i></p> <ul style="list-style-type: none"> ▪ Instructor ▪ Assistant Professor ▪ Acting Assistant Professor ▪ Acting Associate Professor ▪ Acting Professor ▪ Visiting Assistant Professor ▪ Visiting Associate Professor ▪ Visiting Professor <p><i>Supervisor of Physical Education series</i></p> <ul style="list-style-type: none"> ▪ Junior Supervisor of Physical Education ▪ Assistant Supervisor of Physical Education <p><i>Professor in Residence series</i></p> <ul style="list-style-type: none"> ▪ Instructor in Residence ▪ Assistant Professor in Residence <p><i>Astronomer series and related titles</i></p> <ul style="list-style-type: none"> ▪ Junior Astronomer ▪ Assistant Astronomer ▪ Acting Junior Astronomer ▪ Acting Assistant Astronomer ▪ Visiting Assistant Astronomer <p><i>Agronomist in the Agricultural Experiment Station series and related titles</i></p> <ul style="list-style-type: none"> ▪ Junior Agronomist ▪ Assistant Agronomist ▪ Acting Junior Agronomist ▪ Acting Assistant Agronomist

	<ul style="list-style-type: none"> ▪ Visiting Assistant Agronomist <p>Note: Appointment at less than full time to a title in this section while in student status on any campus of the University of California will not count toward the eight-year limit.</p>
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TABLE 2

COLUMN A	COLUMN B
UC San Diego titles subject to a limitation on total period of service:	Previous periods of service on any campus of the University of California in any combination of the following titles count toward the eight-year limit:
<ul style="list-style-type: none"> ▪ Lecturer with Potential for Security of Employment* ▪ Senior Lecturer with Potential for Security of Employment* 	<p><i>Lecturer titles at more than 50% time</i></p> <ul style="list-style-type: none"> ▪ Lecturer ▪ Senior Lecturer ▪ Lecturer with Potential for Security of Employment ▪ Senior Lecturer with Potential for Security of Employment <p><i>Professor series and related titles</i></p> <ul style="list-style-type: none"> ▪ Instructor ▪ Assistant Professor ▪ Acting Assistant Professor ▪ Acting Associate Professor ▪ Acting Professor ▪ Visiting Assistant Professor ▪ Visiting Associate Professor ▪ Visiting Professor <p><i>Professor of Clinical (e.g., Medicine) series</i></p> <ul style="list-style-type: none"> ▪ Assistant Professor of Clinical (e.g., Medicine) <p><i>Health Sciences Clinical Professor series</i></p> <ul style="list-style-type: none"> ▪ Health Sciences Assistant Clinical Professor at more than 50% time <p><i>Supervisor of Physical Education series</i></p> <ul style="list-style-type: none"> ▪ Junior Supervisor of Physical Education ▪ Assistant Supervisor of Physical Education <p><i>Professor in Residence series</i></p> <ul style="list-style-type: none"> ▪ Instructor in Residence ▪ Assistant Professor in Residence <p><i>Adjunct Professor series</i></p> <ul style="list-style-type: none"> ▪ Adjunct Instructor at more than 50% time ▪ Assistant Adjunct Professor at more than 50% time
<p>* Note: Candidates with the title of Lecturer or Senior Lecturer who do not have the potential for security of employment are not subject to the limitation on total period of service.</p>	

TABLE 3

COLUMN A	COLUMN B
<p>UC San Diego titles subject to a limitation on total period of service:</p>	<p><i>Previous periods of service on any campus of the University of California in any combination of the following titles count toward the eight-year limit:</i></p>
<ul style="list-style-type: none"> ▪ Acting Assistant Professor ▪ Acting Associate Professor ▪ Acting Professor ▪ Visiting Assistant Professor ▪ Visiting Associate Professor ▪ Visiting Professor ▪ Assistant Professor of Clinical (e.g., Medicine) ▪ Health Sciences Assistant Clinical Professor at more than 50% time ▪ Assistant Adjunct Professor at more than 50% time 	<p><i>Professor series and related titles</i></p> <ul style="list-style-type: none"> ▪ Instructor ▪ Assistant Professor ▪ Acting Assistant Professor ▪ Acting Associate Professor ▪ Acting Professor ▪ Visiting Assistant Professor ▪ Visiting Associate Professor ▪ Visiting Professor <p><i>Professor of Clinical (e.g., Medicine) series</i></p> <ul style="list-style-type: none"> ▪ Assistant Professor of Clinical (e.g., Medicine) <p><i>Health Sciences Clinical Professor series</i></p> <ul style="list-style-type: none"> ▪ Health Sciences Assistant Clinical Professor at more than 50% time <p><i>Supervisor of Physical Education series</i></p> <ul style="list-style-type: none"> ▪ Junior Supervisor of Physical Education ▪ Assistant Supervisor of Physical Education <p><i>Professor in Residence series</i></p> <ul style="list-style-type: none"> ▪ Instructor in Residence ▪ Assistant Professor in Residence <p><i>Adjunct Professor series</i></p> <ul style="list-style-type: none"> ▪ Adjunct Instructor at more than 50% time ▪ Assistant Adjunct Professor at more than 50% time <p><i>Astronomer series and related titles</i></p> <ul style="list-style-type: none"> ▪ Junior Astronomer ▪ Assistant Astronomer ▪ Acting Junior Astronomer ▪ Acting Assistant Astronomer ▪ Visiting Assistant Astronomer <p><i>Agronomist series</i></p> <ul style="list-style-type: none"> ▪ Junior Agronomist ▪ Assistant Agronomist ▪ Acting Junior Agronomist ▪ Acting Assistant Agronomist ▪ Visiting Assistant Agronomist <p><i>Lecturer titles at more than 50% time</i></p> <ul style="list-style-type: none"> ▪ Lecturer ▪ Senior Lecturer ▪ Lecturer with Potential for Security of Employment ▪ Senior Lecturer with Potential for Security of Employment

TABLE 4

COLUMN A	COLUMN B
<p style="text-align: center;">UC San Diego titles subject to a limitation on total period of service:</p>	<p style="text-align: center;">Previous periods of service on any campus of the University of California in any combination of the following titles count toward the eight-year limit:</p>
<ul style="list-style-type: none"> ▪ Assistant Research Scientist 	<ul style="list-style-type: none"> ▪ Assistant Research Scientist ▪ Associate Research Scientist ▪ Research Scientist ▪ Visiting Assistant Research Scientist
<ul style="list-style-type: none"> ▪ Assistant Project Scientist 	<ul style="list-style-type: none"> ▪ Assistant Project Scientist ▪ Associate Project Scientist ▪ Project Scientist ▪ Assistant Research Scientist ▪ Associate Research Scientist ▪ Research Scientist

1. Computation of Years of Service Prior to Appointment

The following rules of computation must be observed when calculating years of service at another UC campus:

- a. For purposes of calculating service toward the eight-year limit, service on any campus of the University of California counts. “On any campus” means “anywhere in the University system.”
- b. All years of service on any campus of the University of California are counted. If there is any break in service, whether because of leave without salary or because of resignation and subsequent reappointment, service prior to the interruption counts toward the eight-year limit. For example, if an individual who previously served as an Assistant Professor on one campus is appointed as an Assistant Professor on another campus after a break in service, all previous years of service count toward the eight-year limit.
- c. Years of service are calculated from the beginning of the first complete semester or quarter of service.
- d. For an academic-year appointee, eight years will consist of 16 complete semesters or, under the quarter system, 24 complete quarters, or a combination of these, with one semester equal to one and one-half quarters. However, no academic-year appointee may accrue more than three quarters of service credit in any one fiscal year toward the eight-year limit unless the fourth quarter was approved under an arrangement to provide compensatory time off and that year is immediately preceded or succeeded by a two-quarter year of service.
- e. For a fiscal-year appointee, eight years will consist of 96 months of completed service, inclusive of accrued vacation time.
- f. An appointment at any percentage of time, including 0% or without salary, counts toward the eight-year limit. Appointments that are at 0% time because the appointee is on leave may be eligible for exclusion, as specified below.

- g. Complete semesters or quarters of service for an academic-year appointee and complete months of service for a fiscal-year appointee will be counted regardless of the percentage of time of the appointment.
- h. Any break in service, whether because of leave without salary or because of resignation and subsequent reappointment, does not invalidate the counting of service prior to the interruption.

2. Applicability of Periods of Leave Toward Calculating Years of Service

- a. Temporary transfers or changes of status from Assistant Professor (or any other title listed in Column A above) to any other title or title series will be regarded as periods of academically related leave under this rule and will be counted toward the eight-year limit.
- b. Except as provided in (i) below, periods of leave, whether with or without salary, will be counted toward the eight-year limit unless the Executive Vice Chancellor for Academic Affairs, after consultation with the Academic Senate Committee on Academic Personnel, determines that the activity undertaken during the course of the leave was substantially unrelated to the individual's academic career. For new appointments, this determination is made on the basis of a petition filed at the time of the proposed appointment. In such cases, the Executive Vice Chancellor may permit the leave period to be excluded from service for the purposes of calculating the eight years.
 - i. Periods of childbearing and/or parental leave equal to or in excess of one quarter or one semester, whether with or without salary, are not included as periods of service for the purposes of calculating the eight years.
 - ii. The combined total of periods of leave excluded as unrelated to academic duties or as childbearing and/or parental leave may not exceed two years.

E. Effective Appointment Dates

An appointment may become effective only after approval by the appropriate approval authority.

1. Academic Year

Academic-year appointments must be effective at the beginning of quarterly pay periods (i.e., July 1 for fall quarter; November 1 for winter quarter; March 1 for spring quarter).

2. Fiscal Year

Fiscal-year appointments may be effective on any date, preferably the first day of a month.

3. Series Change (New Appointments)

If an appointment that represents a series change coincides with an advancement, the advancement must be effective on July 1, regardless of the effective date of the proposed new appointment.

4. **Appointments Subject to the Eight Year Limit**

Whenever possible, appointments subject to the eight-year limit should be made effective July 1.

F. **Departmental Voting**

1. **Academic Senate Bylaw 55**

[University of California Academic Senate Bylaw 55](#) sets forth the voting requirements for departmental faculty for the appointment of academic personnel. Department chairs are responsible for ensuring compliance with the provisions of Bylaw 55 and should review them carefully prior to initiating departmental votes.

2. **Departmental Voting Rules**

Departments should develop their own rules, when necessary, for voting on personnel actions not covered in Academic Senate Bylaw 55. The department chair is responsible for articulating in the departmental recommendation letter the voting process used and the degree of consultation within the department.

If a departmental vote is required, the results of the vote must be reflected accurately on the UC San Diego Summary of Appointment Recommendation form and thoroughly discussed in the departmental recommendation letter.

Except in unusual circumstances, whenever University or departmental policy requires a vote on a proposed action, the action must be supported by at least 50% of the members eligible to vote and in residence on campus in the quarter when the vote is taken. Unusual circumstances may make it impossible to comply with this rule. In such cases, the department chair should explain the circumstances in the recommendation letter.

If deemed acceptable by the department, mail ballots are permissible and may be necessary to ensure a sufficient number of votes on the proposed action. Ideally, the faculty voting will be familiar with the file through attendance at a department meeting. If this is not possible, it is expected that faculty will familiarize themselves with the candidate's academic file in order to render an informed vote.

Votes are recorded as “yes,” “no,” or “abstain.” If faculty members are on approved leave away from campus, or otherwise unavailable, they should be counted as absent. If known, the reasons for negative votes should be explained in the departmental letter. Members of the voting faculty who are on the Academic Senate Committee on Academic Personnel or who will comment on the file (i.e., deans, etc.) should abstain. The department chair may also abstain.

G. **Salaries**

1. **Academic Salary Scales**

Professorial salaries are based upon a salary scale established by The Regents on the recommendation of the President. Non-professorial academic salaries are established by the President. All academic salary scales may be found on the [Academic Personnel Services](#) website.

2. Off-Scale Salaries to Meet Market Conditions

A *market off-scale salary* component may be proposed for a candidate when marketplace conditions necessitate such measures to keep UC San Diego salaries competitive. Candidates being proposed for appointment in all academic series covered by PPM 230-20 are eligible for market off-scale salary components, except as excluded in Section PPM 230-20.II.

- Departments may propose a market off-scale salary component when a candidate has received a competing offer from a peer academic institution for appointment in a similar position, and/or is currently similarly employed by a peer institution. Departments should specifically address how the competing institution compares to UC San Diego and take this information into consideration when determining the proposed salary. Whenever possible, departments should discuss the ranking of the department of the competing institution relative to their own ranking.
- In disciplines in which market demands consistently require the award of market off-scale salary components, departments may propose an entry-level market off-scale agreement to establish department-specific market off-scale salaries for new assistant-level appointees. The proposal should specify whether the entry-level market off-scale applies to the entire department or only to specific fields or disciplines within the department. Departments should include information regarding entry-level salaries in the field, such as:
 - Data provided by a professional society (or by an academic institution) of salaries at comparable academic departments
 - Salary data published in trade journals
 - Salary data from departments in other University of California campuses
 - Information received from chairs of departments of comparable ranking departments in other Universities
 - Competing offers reported by candidates for recent entry appointments in the department

Proposals are reviewed by the divisional dean and CAP prior to a final decision by the EVC. Entry-level market off-scale salary agreements are approved for a period of three years. The department must include documentation of an approved market-off-scale salary agreement in all assistant-level appointment files.

- Absent an entry-level market off-scale salary agreement, market considerations within a specific discipline may justify an off-scale salary. Supporting information may include salary data from academic institutions of comparable stature and/or discipline-based salary studies by national organizations. Whenever possible, the department should include data from other University of California campuses.

An off-scale salary must be a multiple of \$100 when the scale salaries of the relevant title series are multiples of \$100. At UC San Diego, a market off-scale salary may not be the same as any salary on the published salary scale for the particular title or series.

Off-scale salaries for Acting appointees are determined in the same manner as those for regular ranks.

Information regarding the calculation and implementation of off-scale salary components may be found on the [Academic Personnel Services](#) website.

H. **Additional Policy Considerations**

1. **UC Patent, Payroll, Loyalty Oath, and General Personnel Policies**

Persons to whom an offer of academic appointment is extended are subject to the policies and procedures of the University, including, but not limited to, signing of the UC Patent Agreement, all relevant payroll policies and procedures ([PPM 395, Payroll](#)), signing of the Loyalty Oath, and other general personnel policies ([PPM 200, Personnel - General](#)).

VI. **GENERAL DESCRIPTION OF SERIES CRITERIA**

Candidates for academic appointments at UC San Diego must demonstrate achievements that meet each of the criteria specified for their proposed academic series. In evaluating the candidate's qualifications within these areas, flexibility will be permitted when circumstances warrant it; however, flexibility does not entail a relaxation of high standards. UC San Diego is committed to excellence and equity in every facet of its mission. In addition to research, teaching, and general professional and public service, service contributions that promote diversity and equal opportunity are encouraged and given recognition in the evaluation of the candidate's qualifications. Examples include, but are not limited to, developing strategies for the educational or professional advancement of students in underrepresented groups; efforts to advance equitable access and diversity in education; and activities such as recruitment, retention, and mentoring or advising of underrepresented students or new faculty.

A description of the four primary criteria required for academic appointments is provided below.

A. **Research and Creative Work**

Research publications and other creative accomplishments should be evaluated, not merely enumerated. There should be evidence that the candidate is continuously and effectively engaged in research and creative activity of high quality and significance.

1. When published work of joint authorship (or any other product of joint effort) is presented as evidence, the department should describe the candidate's role in the joint effort. This is crucial for work judged most significant to the case, or when much of the work submitted is multi-authored. When the candidate's contributions to collaborative work are unclear, the department may:
 - Request a personal statement from the candidate describing his or her individual contributions to collaborative research, and/or
 - Solicit feedback from the appointee's collaborators regarding the nature and extent of the appointee's contributions to specific works.
2. The type and quality of research and creative activity normally expected in the candidate's field should be specified.
3. Textbooks, reports, and similar publications normally are considered evidence of teaching ability or public service. However, contributions by candidates to the professional literature or to the advancement of professional practice or professional education should be regarded as creative work when they present new ideas or original scholarly research.
4. In certain fields, such as art, dance, music, literature, and theater, distinguished creation should receive consideration equivalent to that accorded to distinction attained in research. In evaluating artistic creativity, an attempt should be made to define the candidate's merit in the light of such criteria as originality, scope, richness, and depth of creative expression. It should be recognized that in music,

theater, and dance, distinguished performance, including conducting and directing, is evidence of a candidate's creativity.

5. Special cases of collaboration occur in the performing arts, and the contribution of a particular collaborator may not be readily discernible by those viewing the finished work. It is the responsibility of the department chair to provide an evaluation of the candidate's individual contribution to the work and to obtain outside opinions based on observation of the work while in progress.
6. The standing and importance of the journals in which publications have appeared should be indicated; in particular, the department chair should state whether or not the journals are refereed.
7. Indices of the stature of journals (e.g., journal ratings by professional societies, acceptance/rejection rates, etc.) should be provided for key pieces of work, particularly if they are published in journals that are not likely to be familiar to campus reviewers.
8. The candidate's success in obtaining research support, including support for graduate students, should be addressed. The role of the candidate on grants should be indicated (e.g., Principal Investigator, Co-Principal Investigator, or Co-Investigator, with the number of other investigators indicated). Evidence of successful grant funding may provide calibration of research impact and capacity for research training, and may be an *indicator* of research productivity or impact; however, grants are not required as a measure of productivity or impact. In large teams, the expectation of grant success should be moderated based on role in the team.
9. For appointment at the Associate level or higher, independent academic and intellectual leadership in the field must be demonstrated. Although candidates must demonstrate independence from early-career mentors or advisors in order to be appointed at the Associate level, evidence is not restricted to independent research papers, other independent creative accomplishments, or garnering sole-P.I. grants, particularly if the candidate's research or creative activity takes place in a large-scale, collaborative team. However, if a traditional demonstration of independence is absent, more substantial documentation is needed to explain and support the case that appointment at the Associate level is warranted. In such a case, letters from non-independent referees (e.g., research team members) may be provided in addition to the usual complement of independent letters.

If the department chair is unable to evaluate the candidate's research and other creative accomplishments, assistance should be obtained from someone within the department or University or from experts outside the University.

A mere listing of publications is inadequate; the work must be analyzed with regard to its nature, quality, importance, and impact on its field.

Department chairs in Health Sciences should make clear whether clinical case reports are merely historical or whether they contain new ideas or results.

B. Teaching

Clear evidence of high-quality teaching is required for appointment in the professorial and other instructional series. Such evidence may vary according to the level of the appointment and the extent of the candidate's previous teaching experience. In exceptional cases where no such evidence is available, the candidate's potential as a teacher may be indicated by closely analogous activities. The departmental recommendation letter should also clearly state how the candidate will be expected to contribute to the department's teaching program.

1. **Definition of Teaching**

By the broadest definition, teaching is the transmission of knowledge. This embraces a wide range of activities, including classroom and laboratory training, mentoring students outside the classroom, directing or participating in graduate student dissertation work, directing reading groups, and overseeing clinical apprenticeships in Health Sciences. It also includes studio teaching, seminar and symposium presentations, tutorials, supervision and training of teaching assistants, and independent study endeavors, as well as the writing of textbooks and software.

2. **Assessing Quality of Teaching**

In assessing the quality of teaching, consideration should be given to the candidate's:

- command of the subject
- continuous growth in the subject field
- ability to organize and present material
- capacity to awaken in students an awareness of the relationship of the subject to other fields of knowledge
- ability to foster student independence and capacity to reason
- spirit and enthusiasm, which vitalize the candidate's teaching
- ability to arouse curiosity in beginning students
- ability to encourage high standards
- ability to stimulate advanced students to pursue graduate work
- personal attributes as they affect teaching and students
- quality of participation in the general guidance, mentoring, and advising of students
- effectiveness in creating an academic environment that is open and encouraging to all students

Utilizing information from the candidate's previous institution, the departmental recommendation letter should include a meaningful assessment of the candidate's teaching effectiveness at both the undergraduate and graduate levels of instruction.

3. **Evidence of Teaching Effectiveness**

Formal student evaluations of undergraduate and graduate teaching at the candidate's previous institution should be included in the appointment file. In addition to such evaluations, other significant evidence of teaching effectiveness includes:

- a. Opinions of other faculty members knowledgeable in the candidate's field, particularly if based on class visits or on attendance at public lectures or lectures before professional societies given by the candidate.
- b. Opinions of current graduate and undergraduate students.
- c. Opinions of graduates who have achieved notable professional success since leaving the candidate's institution.
- d. Creation of new and effective techniques of instruction.
- e. Analysis of course materials such as the syllabus and reading lists, a description of the course and its goals, and a self-evaluation statement on the achievement of these goals by the candidate. The input of colleagues in team-teaching situations also would be valuable.

- f. Documentation of any teaching awards received.

Individuals asked to provide opinions on teaching should be solicited in writing and provided the University's [confidentiality statement](#).

C. Professional Competence and Activity

For certain positions in the professional schools and colleges, such as Engineering, Medicine, etc., a demonstrated distinction in the special competencies appropriate to the field and its characteristic activities should be recognized as a criterion for appointment. The candidate's professional activities should be scrutinized for evidence of achievement and leadership in the field and of demonstrated progressiveness in the development or utilization of new approaches and techniques for the solution of professional problems.

D. University and Public Service

Academic appointees play an important role in the administration of the University and in the formulation of its policies. Consideration should therefore be given to whether candidates are likely to participate effectively and imaginatively in faculty government, University committees, and the formulation of departmental, college, divisional, school, and University policies. The departmental recommendation should include a description of the type of service that will be expected of the candidate.

University and/or public service will be a criterion for future advancement for appointees in the following series: Professor, Professor In Residence, Professor of Clinical X (e.g., Radiology), Adjunct Professor, Health Sciences Clinical Professor, Lecturer with Security of Employment (SOE), Professional Research (Research Scientist), Specialist, Academic Administrator/Coordinator, Librarian, and Continuing Education Specialist/Program Coordinator.

Previous service at the community, state, and national levels should be examined in more senior appointments. Such service may be in the candidate's area of expertise, or in other areas if the work done is at a sufficiently high level and of sufficiently high quality. Examples of the latter would be activities related to the improvement of elementary and secondary education; contributions to student welfare through service on student-faculty committees or as an advisor to student organizations; and appointment or election to office in a professional organization, on a professional publication, or within a community, state, national, or international organization where professional standing has been a prime consideration in such appointment.

VII. SERIES DESCRIPTIONS

A. Instructional Series

Departments considering appointments to instructional series are encouraged to review [APM 210, Review and Appraisal Committees](#), for a better understanding of the criteria and standards used by campus review committees when advising on actions concerning prospective appointees in the instructional titles.

1. Professor (Ladder-Rank) Series

a. Definition

Appointees in the Professor series are members of the faculty of an academic department or professional school of the University, and are responsible for research and/or creative work, teaching, professional activity, and University and public service.

Appointees in the Professor series form the "regular ranks" faculty of the University. The Professor series is distinct from:

- Professor In Residence series
- Professor of Clinical X (e.g., Medicine) series
- Adjunct Professor series
- Professor of Practice
- Health Sciences Clinical Professor series
- Acting Professor series
- Visiting Professor series

b. **Ranks**

The ranks in the Professor series at UC San Diego are:

- Assistant Professor
- Associate Professor
- Professor

c. **Criteria for Appointment**

A candidate for appointment to this series will be judged by the following criteria:

- Research and creative work
- Teaching
- Professional competence and activity
- University and public service

An initial appointment to a level above Step I of the Assistant Professor rank will require the same evidence of research and creative work, teaching, University and public service, and professional competence and activity that would be required to advance a UC San Diego Assistant Professor to that level.

d. **Restrictions**

University of California graduate students may not be appointed to titles in the Professor series.

e. **Terms of Service**

Appointment or reappointment as Assistant Professor may be for a period not to exceed two years, normally ending on the second June 30 following the date of appointment or reappointment.

Refer to the [University of California Academic Salary Scales](#) for information on the normal years at rank and step for other ranks.

Appointment is normally for full-time service to the University, although there may subsequently be a temporary reduction in the percentage of time of the appointment by agreement between the candidate and the University.

An appointment for less than full-time service in a title in this series may be authorized under appropriate circumstances, provided that the Executive Vice Chancellor for Academic Affairs approves the arrangement as being in the best interests of the University and fully justified by the particular circumstances. The appropriate dean's office should be consulted when considering a part-time appointment to this series.

f. **Salary**

It is the policy of the University of California that no appointment may be made to a title in the Professor series (i.e., to the title of Assistant Professor, Associate Professor or Professor) unless there is an appropriately budgeted provision for the appointment.

A General Campus department may not make an appointment in the Professor series unless it has an open position approved by the appropriate dean. In Health Sciences and Scripps Institution of Oceanography, appointments in the Professor series cannot be made unless the department has an open position approved by the Associate Vice Chancellor for Academic Affairs, Health Sciences or the Vice Chancellor, Marine Sciences, respectively.

g. **Conditions of Employment**

This series accords tenure at the Associate Professor and Professor ranks.

This series conveys membership in the Academic Senate.

A candidate for appointment to this series must possess a Ph.D. degree or equivalent.

In Health Sciences, Ladder-Rank faculty with clinical responsibilities must have a doctorate in a clinical discipline. If required for the position, the candidate must possess and maintain an appropriate valid license and active membership as a Medical Staff member, or the equivalent. Those appointed at the Associate rank or above should be certified by one of the medical specialty boards or demonstrate equivalent achievement and recognition.

h. **0% Professor (Ladder-Rank) Appointments**

A 0% Professor appointment to reflect a secondary department affiliation may only be proposed for UC San Diego faculty with a current, salaried Professor (Ladder-Rank) appointment.

If a 0% Professor appointment is proposed:

- the candidate will be afforded voting rights in the secondary department;
- eligible faculty in both departments must vote on the file; and
- the candidate is required to fulfill responsibilities for research, teaching, and service in both departments.

Such 0% Professor appointments will be limited to a term equal to one review cycle. Reappointments may only be proposed at the time of review.

No guarantee of future appointment or funding is accorded with a 0% Ladder-Rank appointment.

2. **Professor (e.g., of Medicine) In Residence Series**

a. **Definition**

Appointees in the Professor (e.g., of Medicine) In Residence series engage in research and other creative work, teaching, and University and public service to the same extent and at the same level of performance as those holding corresponding titles in the Professor series in the same department. For School of Medicine clinical appointments, this may also include patient-related care.

b. **Ranks**

The ranks in the Professor In Residence series at UC San Diego are:

- Assistant Professor In Residence
- Associate Professor In Residence
- Professor In Residence

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- Research and creative work
- Teaching
- Professional competence and activity
- University and public service

Although the criteria correspond to those for the Professor (Ladder-Rank) series, appointments to the Professor In Residence series are made with certain conditions and restrictions that serve to make a clear distinction between appointments in this series and appointments in the Professor series.

d. **Restrictions**

Titles in this series are intended to be used for individuals supported by non-state funds.

An appointee holding a title in this series must either be a full-time academic employee of the University, with 100% of the employment allocated among one or more appointments to academic titles, or the Executive Vice Chancellor for Academic Affairs must certify that the appointee's sole professional commitment is to the University.

An appointee in this series must be academically qualified to serve in a corresponding title in the Professor series in the same department and must meet the criteria outlined above.

e. **Terms of Service**

Appointment or reappointment as Assistant Professor In Residence may be for a period not to exceed two years, normally ending on the second June 30 following the date of appointment or reappointment.

Appointment or reappointment as Associate or Full Professor In Residence may be made either with a specified ending date or with no specified ending date (indefinite), subject to the availability of funding.

Refer to the [University of California Academic Salary Scales](#) for information on the normal years at rank and step.

f. **Salary**

The source of funding for the appointment must be at least 50% from non-state funds; however, at UC San Diego, 100% funding from other than state sources is typically required.

If the salary of a Professor In Residence is fully funded from federal sources administered by the University, non-federal funds should be provided to fund a portion of the salary during periods when that individual is significantly involved in teaching.

g. **Conditions of Employment**

This series does not accord tenure or security of employment.

This series conveys membership in the Academic Senate.

A candidate for appointment to this series must possess a Ph.D. degree or equivalent. In Health Sciences, in Residence faculty with clinical responsibilities must have a doctorate in a clinical discipline. If required for the position, the candidate must possess and maintain an appropriate valid license and active membership as a Medical Staff member, or the equivalent. Those appointed at the Associate rank or above should be certified by one of the medical specialty boards or demonstrate equivalent achievement and recognition.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

3. **Professor of Clinical X (e.g., Medicine) series**

a. **Definition**

Appointees in the Professor of Clinical X series are predominantly responsible for teaching and clinical service, but also engage in scholarly and creative activities.

An appointee to a title in this series will normally carry a heavier load of teaching and/or clinical service than appointees in the regular Professor series or in the Professor In Residence series.

(For more information on the Professor of Clinical X series, please see [Supplement I.](#))

b. **Ranks**

The ranks in the Professor of Clinical X series at UC San Diego are:

- Assistant Professor of Clinical X
- Associate Professor of Clinical X
- Professor of Clinical X

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- Teaching
- Professional competence and activity

- Creative work
- University and public service

The departmental recommendation letter must document the candidate's division of effort among the four areas of activity and indicate the appropriateness of this division to the position. Clinical teaching, professional activity, and creative work may differ from standard professorial activities, but can be judged on the basis of professional competence, intellectual contribution, and originality.

Provided below is a description of the specific criteria for appointment to the Professor of Clinical X series at UC San Diego:

i. **Teaching**

Excellent teaching is an essential criterion for appointment. Clinical teaching is intensive tutorial instruction, carried on amid the demands of patient care and usually characterized by pressure on the teacher to cope with unpredictably varied problems, by patient-centered immediacy of the subject matter, and by the necessity of preparing the student to take action as a result of the interchange.

In addition, the clinical teacher should be successful in applying knowledge of basic health science and clinical procedures to the diagnosis, treatment, and care of a patient in a manner that will not only assure the best educational opportunity for the student but also provide high-quality care for the patient.

For appointment to a title in this series, the candidate should have a record of active participation and excellence in teaching.

For appointment at the Professor rank, the candidate should be recognized as an outstanding clinical teacher. Most candidates will have designed educational programs at a local level, and some will have designed such programs at a national level.

ii. **Professional Competence and Activity**

There must be appropriate recognition and evaluation of professional activity. Exemplary professional practice, organization of training programs for health professionals, and supervision of health care facilities and operations comprise a substantial proportion of the academic effort of many health sciences faculty.

▪ **Standards for Appointment**

For entry-level positions, the individual should have three or more years of training and/or experience post M.D., Ph.D., or equivalent professional degree. A candidate should show evidence of a high level of competence in a clinical specialty.

For appointment at the Associate Professor rank, a candidate should be recognized at least in the local metropolitan health care community as an authority in his or her field. Candidates who are appointed at the Associate rank or above should be certified by one of the medical specialty boards or demonstrate equivalent

achievement and recognition. Candidates may receive patient referrals at the community and institutional levels.

For appointment at the Professor rank, the candidate will have a national reputation for superior accomplishments within a clinical specialty and may have a leadership role in a department or medical center. Candidates may receive patients on referral from considerable distances, serve as consultants on a nationwide basis, serve on specialty boards, or be members or officers of clinical and/or professional societies.

- **Evaluation of Clinical Achievement**

Evaluation of clinical achievement is both difficult and sensitive. In many cases, evidence will be testimonial in nature, and therefore its validity should be subject to critical scrutiny. The specificity and analytic nature of such evidence should be examined; the expertise and sincerity of the informant should be weighed.

Comparison of the individual with peers at the University of California and elsewhere should form part of the evidence provided. Letters from external authorities, when based on adequate knowledge of the individual and written to conform to the requirements cited above, are valuable contributions. External evaluation or review by peers within the institution is necessary; evaluation by departmental members is not considered an appropriate or acceptable substitute for external, independent evaluation. The department chair also should seek evaluations from advanced clinical students and former students currently in academic positions or clinical practice.

- **Creative Work**

Many faculty in Health Sciences devote a great proportion of their time to the inseparable activities of teaching and clinical service and therefore have less time for formal creative work than most other scholars in the University. Some clinical faculty devote this limited time to academic research activities; others utilize their clinical experience as the basis of their creative work.

An appointee is expected to participate in investigation in basic, applied, or clinical sciences. In order to be appointed to the Associate or Full Professor rank, an appointee must have made a significant contribution to knowledge and/or practice in the field. The appointee's creative work must have been disseminated, for example, in a body of publications, in teaching materials used in other institutions, or in improvements or innovations in professional practice adopted elsewhere.

Evidence of achievement in this area may include clinical case reports. Clinical observations are an important contribution to the advancement of knowledge in the health sciences and should be judged by their accuracy, scholarship, and utility. Improvements in the

practice of health care result from the development and evaluation of techniques and procedures by clinical investigators. In addition, creative achievement may be demonstrated by the development of innovative programs in health care itself or in transmitting knowledge associated with new fields or other professions.

Textbooks and similar publications, or contributions by candidates to the professional literature and the advancement of professional practice or of professional education, should be judged as creative work when they represent new ideas or incorporate scholarly research. The development of new or better ways of teaching the basic knowledge and skills required by students in the health sciences may be considered evidence of creative work.

The quantitative productivity level achieved by a candidate should be assessed with the knowledge of the time and institutional resources allotted to the individual for creative work.

iii. **University and Public Service**

Both the amount and the quality of the candidate's service to the department, the school, the campus, the University, and the public must be evaluated, paying particular attention to that service which is directly related to the candidate's professional expertise and achievement. The departmental recommendation letter must provide both a list of service activities and an analysis of the quality of this service.

d. **Restrictions**

Titles in this series are intended to be used for individuals supported by non-state funds.

An appointee holding a title in this series must either be a full-time academic employee of the University, with 100% of the employment allocated among one or more appointments to academic titles, or the Executive Vice Chancellor for Academic Affairs must certify that the appointee's sole professional commitment is to the University.

e. **Terms of Service**

Appointment or reappointment as Assistant Professor of Clinical X may be for a period not to exceed two years, normally ending on the second June 30 following the date of appointment or reappointment.

Appointment or reappointment as Associate or Full Professor of Clinical X may be made either with a specified ending date or with no specified ending date (indefinite), subject to the availability of funding.

Refer to the [University of California Academic Salary Scales](#) for information on the normal years at rank and step.

f. **Salary**

Policies governing support of members of this series by state funds are described in [APM 275-16 b. \(2\)](#), Professor Clinical (e.g., Medicine) Series.

g. **Conditions of Employment**

This series does not accord tenure or security of employment.

This series conveys membership in the Academic Senate.

A candidate for appointment in this series must have a doctorate in a clinical discipline. If required for the position, the candidate must possess and maintain an appropriate valid license and active membership as a Medical Staff member, or the equivalent. Those appointed at the Associate rank or above should be certified by one of the medical specialty boards or demonstrate equivalent achievement and recognition.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

4. **Adjunct Professor Series**

a. **Definition**

Titles in the Adjunct Professor series are assigned to academically qualified research or other creative personnel who contribute meaningfully to teaching either in formal courses or in guidance of graduate students.

Appointees in the Adjunct Professor series may engage predominantly in research and other creative work, as well as participate in teaching; or they may contribute primarily to teaching and have limited responsibility for research and other creative work.

Appointees in this series also engage in University and public service consistent with their assignments.

b. **Ranks**

The ranks in the Adjunct Professor series at UC San Diego are:

- Assistant Adjunct Professor
- Associate Adjunct Professor
- Adjunct Professor

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- Teaching
- Research and creative work
- Professional competence and activity
- University and public service

Evaluation of the candidate with respect to these criteria should take into account the nature of the University assignment of duties and responsibilities, and the emphasis to be placed on each of the criteria should be adjusted accordingly. The relative distribution of responsibilities among the four criteria may differ but must be clearly defined for each individual at the time of appointment.

The departmental recommendation letter must document how the candidate will fulfill all criteria for appointment in this series.

For appointments in which research is the primary activity, the candidate need not teach a formal course, however meaningful contributions to the graduate or undergraduate instructional program are required and the candidate's expected contributions in this area must be clearly articulated at the time of appointment. Clinical teaching may also satisfy the teaching requirement.

Flexibility is expected to be exercised in judging the character of research and creative work.

d. **Restrictions**

If, during an appointment in the Adjunct Professor series, research and/or creative work cease to be a part of the appointee's duties, the individual should be considered for transfer to an instruction-only title. Similarly, if meaningful contributions to instructional responsibilities cease to be part of the appointee's duties, the individual should be considered for transfer to a research-only title.

e. **Terms of Service**

Appointment or reappointment as Assistant Adjunct Professor may be for a period not to exceed two years, normally ending on the second June 30 following the date of appointment or reappointment. An appointment or reappointment may be for a shorter term.

Appointment or reappointment as Associate or Full Adjunct Professor should be proposed with a specified ending date.

Appointment or reappointment with no specified ending date (indefinite) may only be proposed when there is a reasonable expectation of long-term funding. If the appointment is indefinite, academic review of the appointee must be conducted on a biennial or triennial basis corresponding to normal periods of service for the rank and step.

Non-salaried appointments and reappointments in the Adjunct series must be made with a specified ending date.

Refer to the [University of California Academic Salary Scales](#) for information on the normal years at rank and step. Appointment or reappointment in this series may be for a shorter term.

f. **Salary**

Appointments in the Adjunct series are supported primarily by non-state funds. As a minimum, one-half of the funding for the base salary for an Adjunct appointment must come from funds other than state funds. For example, for a half-time Adjunct appointment (50% time), at least 25% must be non-state funded. Even when an individual holds the Adjunct title in conjunction with another University title that may be entirely

supported by non-state funds, one-half of the Adjunct appointment must be supported by non-state funds.

The Executive Vice Chancellor for Academic Affairs is authorized to approve exceptions to the state funding limitations specified above.

g. **Conditions of Employment**

This series does not accord tenure or security of employment.

This series does not convey membership in the Academic Senate.

Appointees in this series are subject to APM 015, The Faculty Code of Conduct.

A candidate for appointment to this series must possess a Ph.D. degree or equivalent. In Health Sciences, candidates with clinical responsibilities must have a doctorate in a clinical discipline. If required for the position, the candidate must possess and maintain an appropriate valid license and active membership as a Medical Staff member, or the equivalent. Those appointed at the Associate rank or above should be certified by one of the medical specialty boards or demonstrate equivalent achievement and recognition.

Appointees in this series are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

5. **Health Sciences Clinical Professor Series**

a. **Definition**

Appointees in the Health Sciences Clinical Professor series primarily participate in patient care, and also teach, engage in some scholarly and/or creative activities, and participate in University and/or public service.

Faculty in this series also teach the application of medical sciences and the mastery of clinical procedures in all areas concerned with the care of patients.

A concurrent non-salaried appointment in this series may be made for a candidate who is employed by the University as a staff physician or clinician, or for an individual who holds a salaried appointment paid by an institution with which the University has a formal affiliation agreement. *(For more information on this series, please see Supplement II.)*

b. **Ranks**

The ranks in the Health Sciences Clinical Professor series at UC San Diego are:

- Health Sciences Assistant Clinical Professor
- Health Sciences Associate Clinical Professor
- Health Sciences Clinical Professor

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- Professional competence and activity
- Teaching
- University and public service
- Scholarly and creative work

The criteria should be appropriately weighted to take into account this series' primary emphasis on direct patient care services and clinical teaching.

The departmental recommendation letter must provide a description of the proposed allocation of the candidate's time among the areas of activity. Candidates with part-time appointments are expected to demonstrate the same quality of performance as full-time appointees, but the amount of activity may be less.

d. **Restrictions**

Faculty in this series may serve full time, part time, or without salary.

Non-salaried appointments in this series are distinct from appointments in the Clinical Professor, Voluntary series.

Health Sciences Clinical Professor titles are supported primarily by non-state funds.

i. **Funding**

For Health Sciences Compensation Plan members, no state funds may be used for any salary above the rate associated with the candidate's rank and step on the Fiscal Year Salary Scale. Any compensation above the Fiscal Year Salary Scale must be funded using Health Sciences Compensation Plan funds and/or other non-state funds in compliance with any relevant fund source restrictions as outlined in [APM 670, Health Sciences Compensation Plan, Section IV-A, B, and C](#).

e. **Terms of Service**

Appointment or reappointment in the Health Sciences Clinical Professor series must have a specified ending date.

When an individual's salaried appointment ends, the non-salaried appointment in the Health Sciences Clinical Professor series also will end automatically.

Refer to the [University of California Academic Salary Scales](#) for information on the normal years at rank and step.

Appointment or reappointment may be for a shorter term than the maximum appointment periods listed on the Salary Scale.

f. **Salary**

The academic salary scales for the regular Professor series (fiscal year) apply, subject to the terms of special salary or the Health Sciences Compensation Plan.

g. **Conditions of Employment**

This series does not accord tenure or security of employment.

This series does not convey membership in the Academic Senate.

Appointees in this series are subject to APM 015, The Faculty Code of Conduct.

Faculty in this series must have a doctorate in a clinical discipline. If required for the position, the candidate must possess and maintain an appropriate valid license and active membership as a Medical Staff member, or the equivalent.

Appointees in this series are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

6. **Clinical Professor, Voluntary Series**

a. **Definition**

Appointees in the Clinical Professor, Voluntary series are community volunteer clinicians who teach the application of clinical sciences in the area of patient care. These appointments constitute a valuable way to utilize the interests and expertise of practitioners from the community on a voluntary, non-salaried basis in the areas of teaching, patient care, and clinical research. For an individual who is employed by the University as a staff physician or clinician, or who holds a clinical appointment paid by an affiliated site, a concurrent non-salaried appointment should be made in the Health Sciences Clinical Professor series, not in the Clinical Professor, Voluntary series.

b. **Ranks**

The ranks in the Clinical Professor, Voluntary series at UC San Diego are:

- Clinical Instructor (Voluntary)
- Assistant Clinical Professor (Voluntary)
- Associate Clinical Professor (Voluntary)
- Clinical Professor (Voluntary)

c. **Criteria for Appointment**

Clinical competence and excellence in teaching will be the primary basis for appointment in this series.

An appointee must have the appropriate license and board certification to practice in his or her field and must contribute significantly to the clinical teaching program.

If the individual has participated in professional organizations, University and community service, and/or research, a description of these activities should be included in the appointee's appointment file.

d. **Terms of Service**

The initial appointment of an individual to a title in this series must have a specified ending date and may be for a maximum term of three years.

Subsequent reappointments may have a maximum term of five years.

There is no limit on the number of times an appointment may be renewed or the number of years spent in each rank.

An appointment in this series expires by its own terms on the specified ending date. It is within the University's sole discretion not to reappoint an individual in the Clinical Professor, Voluntary series.

e. **Salary**

Appointment in this series is voluntary, and therefore non-salaried.

f. **Conditions of Appointment**

Appointees in this series must have a doctorate in a clinical discipline. If required for the position, the candidate must possess and maintain an appropriate valid license and active membership as a Medical Staff member, or the equivalent.

An appointment in the Clinical Professor, Voluntary series does not create an employment relationship with the University of California, San Diego.

An appointment may be terminated before the ending date—for example, when the appointee does not serve the required minimum number of hours; or when in the judgment of the Associate Vice Chancellor for Academic Affairs, Health Sciences, upon recommendation by the department chair, there is no longer a need for the appointee's services; or when the conduct or performance of the appointee does not warrant continued appointment by the University. The appointee will be given 30 (thirty) days' written notice by the Associate Vice Chancellor for Academic Affairs, Health Sciences with a statement of the reason for the termination.

PPM 230-7, Layoff and Involuntary Reduction in Time for Non-Senate Academic Employees, and APM 150, Non-Senate Academic Appointees/Corrective Action and Dismissal, do not apply to appointees in this series.

An appointee may present a written complaint about his or her appointment or early termination of the appointment to the Associate Vice Chancellor for Academic Affairs, Health Sciences, for review. A complaint must be filed within thirty (30) calendar days from the date on which the appointee knew, or could reasonably be expected to have known, of the event or action that gave rise to the complaint. The Associate Vice Chancellor for Academic Affairs, Health Sciences will consult with the appropriate University official, such as the department chair, and will make a written response to the volunteer appointee. The

written response will normally be made within ninety (90) days of the receipt of the complaint. PPM 230-5, Non-Senate Academic Appointee/Grievance, does not apply to appointees in this series.

7. **Lecturer with Security of Employment (Teaching Professor) Series**

a. **Definition**

Appointees in the Lecturer with Security of Employment (LSOE) series help to meet the long-term instructional needs of the University that cannot best be fulfilled by an appointee in the Professor (Ladder-Rank) series. Appointees in this series engage in teaching, professional activities, and University and public service.

The Lecturer with Security of Employment series should not be confused with Regents' Lecturers or the Lecturer and Senior Lecturer series (covered by a Memorandum of Understanding), which are separate series.

Appointees in the Lecturer with Security of Employment series may use the working title "Teaching Professor," as indicated below.

b. **Ranks**

The ranks in the Lecturer with Security of Employment series at UC San Diego are:

- Lecturer with Potential for Security of Employment (LPSOE) (Assistant Teaching Professor)
- Senior Lecturer with Potential for Security of Employment (Senior LPSOE) (Assistant Teaching Professor)
- Lecturer with Security of Employment (LSOE) (Associate Teaching Professor)
- Senior Lecturer with Security of Employment (Senior LSOE) (Teaching Professor)

Lecturer PSOE and Senior Lecturer PSOE positions are "security of employment-track" positions in the same way that the Assistant Professor position is a "tenure-track" position.

Upon promotion, a Lecturer PSOE normally becomes a Lecturer SOE, and a Senior Lecturer PSOE becomes a Senior Lecturer SOE. A Lecturer SOE may also be promoted to Senior Lecturer SOE.

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- Teaching of truly exceptional quality and so specialized in character that it cannot be done with equal effectiveness by Professor (Ladder-Rank) faculty or by strictly temporary appointees
- Professional achievement and activity; an appointee in the LSOE series is expected to maintain currency in the profession and pedagogy
- University and public service
- Educational leadership beyond the campus and contributions to instruction-related activities (i.e., conducting TA training,

supervision of student affairs, development of instructional materials/multimedia)

The candidate's experience and record of accomplishment will determine the appropriate rank for appointment.

The rank of Senior Lecturer SOE may be assigned to an appointee who provides services of exceptional value to the University and whose excellent teaching and professional accomplishments have made him or her a recognized leader in his or her professional field and/or in education.

The rank of Senior LPSOE may be assigned to an appointee who has the potential to attain the accomplishments of a Senior LSOE.

Appointees in this series are not required to conduct research and therefore must carry a heavier teaching load (up to six courses per year) than those in the Professor series. The departmental recommendation letter should state what the candidate's teaching load will be and how it compares with the normal load for professors in the department.

A part-time appointment in this series will depend on performance at a level of distinction comparable to that demanded of a full-time appointee; however, when circumstances warrant it, a lesser rate of professional achievement and activity will be acceptable. Teaching assignments and departmental, campus, and other service should be in proportion to the percentage of time of the position, but the same quality of performance is expected as for a full-time appointee.

d. **Restrictions**

A budgeted FTE must be allocated for any appointee in this series.

Normally, an appointment to this series is for full-time service to the University. An appointment for less than full-time service in this series may be authorized under appropriate circumstances, provided the Executive Vice Chancellor for Academic Affairs specifically approves the arrangement as being in the best interests of the University based on the particular situation. However, an appointment must be at least 51% time.

Ordinarily, an appointment at less than full time will be limited to cases in which the appointee's professional commitment is to the University. In the rare case that an appointee has a professional commitment other than to the University, the Executive Vice Chancellor must be assured that the appointee will be able to fulfill all the obligations entailed in the University appointment.

In order for a candidate to be appointed at less than full time, the candidate must execute a written agreement that the security of employment status and other conditions of the appointment as described here are limited to the specified percentage of time.

The agreement must be set forth in a letter from the Executive Vice Chancellor advising the candidate that the appointment does not imply any future right to a full-time appointment with security of employment. The letter should also state that the rate at which credit for University service accrues for University retirement benefits may likewise be affected. The individual must sign and return a copy of the letter to indicate consent.

The University is not obligated to increase the percentage of any appointment made at less than full time.

Any future voluntary permanent reduction in the percentage of time of the appointment will be subject to the same restrictions as stipulated above for an initial appointment at less than full time.

A registered student or candidate for a degree at UC San Diego or another campus of the University of California may not be appointed to the Lecturer with Security of Employment series.

e. **Terms of Service**

i. **Lecturer and Senior Lecturer with Potential for Security of Employment (PSOE)**

Appointment or reappointment may be for a period not to exceed two years, normally ending on the second June 30 following the date of appointment or reappointment.

ii. **Lecturer and Senior Lecturer with Security of Employment (SOE)**

Lecturers and Senior Lecturers with Security of Employment do not have specified periods of service at rank and step; however, they must be reviewed for salary advancement every two to four years, depending upon the rank and step in the Professor series to which their salary corresponds.

All appointments to the ranks of Lecturer SOE and Senior Lecturer SOE are continuous until terminated by resignation, retirement, or dismissal. A Senior Lecturer SOE may be demoted to Lecturer SOE.

f. **Salary**

The Office of the President publishes a salary range for this series. The rate of advancement may be more variable and, in many cases, slower than for professorial positions.

Salaries for Lecturer PSOE's will normally begin in a range approximately equivalent to that for Assistant Professors, with academic review occurring every two years. The salary for a Senior Lecturer PSOE must be equal to or above that of a Professor, Step I.

Salaries for Lecturer SOE's normally begin in a range approximately equivalent to that for Associate Professors, with academic review occurring every two years. If a Lecturer SOE is being paid at a level equivalent to the salary of a Professor, the academic review will occur every three or four years.

Senior Lecturer SOE's may be appointed with a salary level above the top of the salary range, upon evidence of great distinction, recognized nationally and/or internationally, in the areas of professional achievement and educational leadership, teaching, and University and public service. In these cases the departmental recommendation letter must provide an analysis of the candidate's achievements throughout his or her career and evidence of work of great distinction, and the appointment file must include letters from external referees.

The honorary title “Distinguished Senior Lecturer with Security of Employment” may be conferred upon Senior LSOEs with a salary above the top of the range who demonstrate a level of distinction equivalent to that required of Distinguished Professors.

g. **Conditions of Employment**

This series does not accord tenure but provides security of employment.

Full-time appointment in this series conveys membership in the Academic Senate. Appointment in this series at less than full time does not convey membership in the Academic Senate.

A candidate for appointment to this series must possess a Ph.D. degree or equivalent.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

7. **Professor of Practice**

a. **Definition**

Appointees in the Professor of Practice series are distinguished professionals, either practicing or retired, with specific expertise in their fields. Professors of Practice, though leaders in their fields, do not have traditional academic backgrounds.

Professors of Practice provide students and faculty additional opportunities to interact with and to benefit from the presence of experienced professionals who have distinguished practical accomplishments in their fields.

Professors of Practice primarily contribute to teaching and/or research programs by providing faculty, undergraduate students, and graduate students with a deeper understanding of the practical applications of a particular field of study, and help promote the integration of academic scholarship with practical experience. Professors of Practice teach courses, advise, and collaborate in areas directly related to their specific expertise and unique professional experience. Professors of Practice may also contribute to the less traditional research and scholarly mission of the University and/or provide service to the University based upon their practical professional experience.

Appointees in the Professor of Practice series may contribute predominantly to the University’s instructional program, with lesser contributions to the University’s research and/or creative programs; or, they may contribute primarily to the University’s research and/or creative programs, and have limited responsibility in teaching. In all cases, however, successful reappointment and/or advancement in the Professor of Practice series is contingent upon documented contributions in all four criteria as listed above (professional competence and activity, teaching, research and/or creative activity, and service).

b. **Ranks**

The titles in the Professor of Practice series at UC San Diego are:

- Professor of Practice
- Visiting Professor of Practice

[Note: Although both titles are subject to the same appointment criteria, Visiting Professor of Practice appointments are temporary. The policy for Visiting Professors of Practice is provided in Section VII.A.11 below.]

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- Professional competence and activity
- Potential for excellent teaching contributions
- Potential for contributions to the research and/or creative mission of the University, with emphasis on professional practice and leadership contributions
- Potential for service contributions

Evaluation of the candidate with respect to these criteria should take into account the nature of the University assignment of duties and responsibilities, which must be clearly explained in the departmental or ORU recommendation letter.

1. Professional competence and activity

Professional competence and activity and exemplary professional practice and leadership in the field should be evaluated by comparison to peers in the field and with regard to the viewpoints, skills, and experience the candidate will bring to the teaching mission (including research training). Credentials from practice should be established and documented, with emphasis on eminence, innovation, rigor, and depth.

2. Potential for excellent teaching contributions

The anticipated teaching contributions must be discussed in detail. Particularly, the program requirements addressed by the candidate should be explained, including why they are important to the quality of the UC San Diego program, how the candidate is unusually highly qualified to contribute this teaching, and how the area is unsuited to teaching by the tenured faculty, Lecturers with Security of Employment, or Lecturers (Unit 18).

The teaching requirements may be satisfied by meaningful engagement in and significant contributions to the graduate or undergraduate instructional program, including efforts in the research and professional training of students. Normally, the candidate will teach at least at the upper-division level and generally at the graduate level.

3. Potential for contributions to the research and/or creative mission of the University, with emphasis on professional practice and leadership contributions

The candidate should have an eminent reputation for superior accomplishments and creative contributions within his or her field, and these should serve as the basis for a detailed discussion of the candidate's potential for contributions to the University's teaching and research/creative mission.

The individual will normally have a leadership role in the field and/or in a relevant professional organization. The degree of his or her

success achievement in practical endeavors must be described.

4. Potential service contributions

The appointee's potential service contributions to the department, the school, the campus, the University, and the public must be discussed in detail. Service activities should be related to the candidate's professional expertise and achievement.

d. Restrictions

Faculty in the Professor of Practice series may serve full time or part time, and with or without salary.

Salaried Professors of Practice may be appointed up to 100% time, but are normally appointed at 50% time or less. If appointed at 100% time, it is expected that the appointee's full professional commitment will be to the University.

When proposing a salaried appointment in the Professor of Practice series, the department must clearly articulate the candidate's expected contributions and specifically discuss how these contributions justify appointment at the proposed percentage of effort. The department must further articulate the expected impact of the candidate's expected contributions to the department and explain the manner in which the candidate's engagement with the department will be commensurate with the percentage of effort of the appointment.

Salaried Professors of Practice are subject to the restrictions set forth in APM 025, Conflict of Commitment and Outside Activities of Faculty Members. A Professor of Practice appointed at greater than 50% time may serve a maximum of six consecutive years in the series.

e. Terms of Service

An appointment or reappointment as Professor of Practice may be for a period not to exceed three years, normally ending on the third June 30 following the date of appointment or reappointment. Appointment or reappointment may be for a shorter duration.

Appointment or reappointment in the Professor of Practice series must have a specified ending date.

f. Salary

The salary paid to a Professor of Practice will be at a negotiated annual rate based upon, but not necessarily equivalent to, the appointee's professional income, and consistent with the service rendered.

The departmental recommendation letter must clearly justify the salary level recommended.

The minimum pay level for the Professor of Practice series is no less than that of Professor, Step I. The full range of allowable salaries for appointees in the Professor of Practice series is listed in Table 50 of the Academic Salary Scales located on the [Academic Personnel Services Web Site](#).

Appointments in the Professor of Practice series must be supported by non-state funds.

g. Conditions of Employment

This series does not accord tenure or security of employment.

This series does not convey membership in the Academic Senate.

Appointees in this series are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with PPM 230-10, [Section II L, Other Leaves with Pay](#).

The number of Professors of Practice within a department cannot exceed one-eighth of the number of ladder-rank faculty. Likewise, the number of Professors of Practice within a division or ORU cannot exceed one-eighth of the number of ladder-rank faculty.

8. **Visiting Professor of Practice**

a. **Definition**

The Visiting Professor of Practice title is used to designate one who is appointed temporarily to perform the duties of the Professor of Practice series, and who holds, is on leave from, or is retired from the professional position that is the basis for qualification in the series.

b. **Criteria**

The criteria for appointment as a Visiting Professor of Practice are the same as those for the regular Professor of Practice title.

The departmental recommendation letter should clearly state that the appointment is for a limited duration, and it should describe clearly the special expertise that the visitor brings to the campus.

c. **Restrictions**

If an academic appointee with a Visiting Professor of Practice title is later considered for transfer to the regular Professor of Practice title, the proposal for such transfer should be treated as a new appointment subject to full customary review.

Visiting titles at UC San Diego are not intended for candidates who are under consideration for or whom the department plans to propose for a permanent appointment.

d. **Terms of Service**

Visiting Professor of Practice appointments may be made for a period of up to one year. The total period of service as Visiting Professor of Practice may not exceed two consecutive years.

e. **Salary**

The salary paid to a Visiting Professor of Practice will be at a negotiated annual rate based upon, but not necessarily equivalent to, his or her professional income, and consistent with the service rendered. The departmental recommendation letter must clearly justify the salary level recommended.

The minimum pay level for a Visiting Professor of Practice is no less than that of Professor, Step I. The full range of allowable salaries for appointees in the

Visiting Professor of Practice title is listed in Table 50 of the Academic Salary Scales located on the [Academic Personnel Services Web Site](#). Appointments in the Visiting Professor of Practice title must be supported by non-state funds.

Salaries paid to appointees in the Visiting Professor of Practice title are fixed and not subject to adjustment by any general increase that may be approved by the Regents of the University of California.

f. **Conditions of Employment**

Visiting appointments do not accord tenure or security of employment.

Visiting appointments do not convey membership in the Academic Senate.

9. **Lecturer and Senior Lecturer Series (Unit 18)**

Appointees in this series are contracted for certain teaching duties and are not under consideration for appointment in the Professor series.

The terms and conditions of appointment in the Lecturer and Senior Lecturer series are covered by a [Memorandum of Understanding \(MOU\)](#) entered into by the Regents of the University of California and the University Council, American Federation of Teachers (UC-AFT).

Additional information about the Lecturer Series is available on the [UC San Diego Academic Personnel Web site](#).

10. **Lecturer, Miscellaneous Part-Time**

This title is appropriate for individuals who are being proposed to teach a course or courses for more than two weeks in a quarter, but less than a full quarter, who do not hold a title with the University, who are brought to the University for their expertise in a given subject, and who are paid a "By Agreement" (BYA) salary.

B. **Research Series**

1. **Professional Research (Research Scientist) Series**

a. **Definition**

Appointees in the Professional Research series (referred to as the Research Scientist series at UC San Diego) function as independent investigators, have complete responsibility for their research programs, and are leaders or have the potential for leadership in their fields. The ability to sustain an independent research program is a necessary but not sufficient criterion for appointment as a Research Scientist.

Research Scientists normally are fully self-funded Principal Investigators. Occasionally, Research Scientist appointments will be given to candidates who meet the criteria for research quality and independence, but who are not Principal Investigators. Typically these individuals will be funded by large center or program project grants that support many independent investigators.

Assistant Research Scientists also may be funded as Co-Principal Investigators on grants. They should demonstrate strong potential to

become independent and distinguished researchers and should work independently on grants.

An appointment as a Visiting Research Scientist may be made for an established scholar who has a permanent position at a university, college, or research institute, who is engaged in a UC San Diego research program, and who has no teaching responsibilities. Such an appointment normally is made at the same rank and salary as the home institution appointment and for a period of up to one year.

On occasion, a Research Scientist whose full-time salary is administered by the University participates in the instructional program. In order to engage in formal instruction and/or significant participation in the instructional program, the individual must be appointed in a salaried instructional title. The combined percentage of appointment cannot exceed 100%. Appointees also may be appointed to and perform services in a non-salaried instructional title. For example, a non-salaried instructional title may be accorded for an occasional lecture or seminar dealing with the research being sponsored by the funding agency. A non-salaried instructional title also is required for a Research Scientist to supervise a doctoral thesis, and the thesis should be related to the investigator's line of research.

Appointees totally funded from extramural sources may also supervise the activities of Research Assistants or other students if the supervision is directly connected with the objectives of the grant award.

b. **Ranks**

The ranks in the Research Scientist series at UC San Diego are:

- Assistant Research Scientist
- Associate Research Scientist
- Research Scientist

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- Research qualifications and accomplishments equivalent to those for the Professor series.
- Professional competence and activity equivalent to those for the Professor series. University and/or public service. Assistant Research Scientists are not required to participate in service activities. Associate Research Scientists and Research Scientists are expected to engage in University and/or professional service, within the constraints of the applicable funding source(s). This service requirement may be interpreted flexibly; service activities should be focused on the professional development of the appointee, such as service on research review boards. If there are limitations on potential service contributions due to constraints imposed by a funding source, this should be discussed.

An appointee in this series must demonstrate continuous and effective engagement in independent and creative research activity of high quality and significance, equivalent to that expected of the Professor series. The ability to secure funding does not automatically qualify an individual for appointment to a Research Scientist title.

d. **Restrictions**

An appointee in this series who carries a significant teaching load must concurrently hold an appropriate instructional title, following campus review procedures for such appointment. A registered student or candidate for a degree at UC San Diego or another campus of the University of California is not eligible for appointment in the Research Scientist series.

A Research Scientist funded entirely from extramural funds is not permitted to be an officer of instruction in a regularly scheduled course. In such cases, the researcher must be appointed to a salaried instructional title and paid from state funds for the proportion of time spent on teaching.

e. **Terms of Service**

Appointment or reappointment as Assistant Research Scientist may be for a period not to exceed two years, normally ending on the second June 30 following the date of appointment or reappointment. An appointment or reappointment may be for a shorter term.

Appointment or reappointment as Associate Research Scientist or Full Research Scientist should be proposed with a specified ending date. Appointment or reappointment may be for a shorter term than the maximum.

Appointment or reappointment with no specified ending date (indefinite) may only be proposed when there is a reasonable expectation of long-term funding.

Non-salaried appointments and reappointments in the Research Scientist series must be proposed with specified ending dates. Refer to the [University of California Academic Salary Scales](#) for information on the normal years at rank and step.

Research Scientists are to be provided use of space and facilities during their appointment periods. Space should be made available in accordance with departmental or ORU guidelines used to assign research space. The assignment of permanent space is not required.

f. **Salary**

Salary scales for this series are issued by the Office of the President. New appointees are normally paid at the minimum salary rate for the rank to which they are appointed. Salary increases are based on merit. The normal period of service prescribed for each salary level does not preclude more rapid advancement in cases of exceptional merit, nor does it preclude less rapid advancement.

Research Scientists of the highest distinction, whose work has been nationally or internationally acclaimed, may be appointed with salaries above the top of the salary scale. The honorary title “Distinguished Research Scientist” may be conferred upon Research Scientists with a salary above the top of salary scale who demonstrate a level of distinction equivalent to that required of Distinguished Professors.

g. **Conditions of Employment**

This series does not accord tenure or security of employment.

This series does not convey membership in the Academic Senate.

A candidate for appointment in this series must possess a Ph.D. degree or equivalent.

Appointees in this series are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

2. **Project Scientist Series**

a. **Definition**

Appointees in the Project Scientist series make significant and creative contributions to a research or creative project in an academic discipline.

Appointees in this series are normally either ongoing members of research teams or are employed for a limited period of time to contribute high-level skills to specific research programs. Appointees in this series may engage in University and public service. They do not have teaching responsibilities.

The Project Scientist series differs from the Research Scientist series in that appointees in the Project Scientist series need not demonstrate the same leadership ability and capacity for fully independent research required of Research Scientists and Professors. Normally, Project Scientists carry out research or creative programs with supervision by a member of the Professor or Research Scientist series.

The Project Scientist series differs from the Specialist series in that Project Scientists are expected to have a broader range of knowledge and competency and a higher level of independence than Specialists.

An appointment as a Visiting Project Scientist may be made for an established scholar who has a permanent position at a university, college, or research institute, who is engaged in a UC San Diego research program, and who has no teaching responsibilities. Such appointments normally are made at the same rank and salary as the home institution appointment and for a period of up to one year.

b. **Ranks**

The ranks in the Project Scientist series at UC San Diego are:

- Assistant Project Scientist
- Associate Project Scientist
- Project Scientist

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by his or her ability to make significant, original and creative contributions to a

research program or project. University and public service are encouraged, but not required.

d. **Restrictions**

Project Scientists may not serve as Principal Investigators, but may serve as Co-Principal Investigators with members of the Professor or Research Scientist series.

An appointee in this series who carries a significant teaching load must concurrently hold an appropriate instructional title, following campus review procedures for such appointments.

For Project Scientists who demonstrate strong potential for independent research, the Vice Chancellor for Research Affairs will consider requests from department chairs for exceptions to the Principal Investigator eligibility policy.

The award of Principal Investigator status does not in itself justify a change in series to the Research Scientist series.

e. **Terms of Service**

Appointment or reappointment as Assistant Project Scientist may be for a period not to exceed two years, normally ending on the second June 30 following the date of appointment or reappointment. An appointment or reappointment may be for a shorter term.

Appointment or reappointment as Associate or Full Project Scientist should be proposed with a specified ending date. Appointment or reappointment may be for a shorter term than the maximum.

Appointment or reappointment with no specified ending date (indefinite) may only be proposed when there is a reasonable expectation of long-term funding.

Non-salaried appointments and reappointments in the Project Scientist series must be proposed with a specified ending date.

Refer to the [University of California Academic Salary Scales](#) for information on the normal years at rank and step.

Project Scientists normally will be provided use of research laboratory space by the faculty member(s) or Research Scientists with whom they are working. In unusual cases, department chairs may assign departmental space to Project Scientists.

f. **Salary**

Salary scales for this series are issued by the Office of the President. New appointees are normally paid at the minimum salary rate for the rank to which they are appointed. Salary increases are based on merit. The normal period of service prescribed for each salary level does not preclude more rapid advancement in cases of exceptional merit, nor does it preclude less rapid advancement.

g. **Conditions of Employment**

This series does not accord tenure or security of employment.

This series does not convey membership in the Academic Senate.

A candidate for appointment in this series must possess a Ph.D. degree or equivalent.

Appointees in this series are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

3. **Specialist Series**

a. **Definition**

Appointees in the Specialist series engage in research in specialized areas, make contributions to a research project, and have no teaching responsibilities.

Most Specialists are appointed to provide special skills, experience, and knowledge for research projects. A Specialist provides considerable independent input into the planning and execution of research; however, he or she generally works under the direction of a member of the Professor or Research Scientist series.

b. **Ranks**

The ranks in the Specialist series at UC San Diego are:

- Junior Specialist
- Assistant Specialist
- Associate Specialist
- Specialist

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- Performance of research in specialized areas
- Professional competence and activity
- University and/or public service

d. **Restrictions**

The Specialist may work without direct supervision, but usually not independently. He or she provides a service to a supervisor, a group, or the institution. Specialists may not serve as Principal Investigators, but may serve as Co-Principal Investigators by exception and with a member of the Professor or Research Scientist series.

The Specialist appointment is not meant to be a route into the Research Scientist or Project Scientist series; Specialist appointments are generally inadvisable in cases where the candidate appears capable of performing the functions of or developing to the point where he or she may be appointed in the Research Scientist or Project Scientist series.

The Specialist series is not a series to which Staff Research Associates and other staff employees can expect to be transferred.

e. **Terms of Service**

Appointment or reappointment as an Assistant Specialist may be for a period not to exceed two years, normally ending on the second June 30 following the date of appointment or reappointment. An appointment or reappointment may be for a shorter term.

Appointment or reappointment as Associate Specialist or Full Specialist should be proposed with a specified ending date. Appointment or reappointment may be for a shorter term than the maximum.

Appointment or reappointment with no specified ending date (indefinite) may only be proposed when there is a reasonable expectation of long-term funding.

Refer to the [University of California Academic Salary Scales](#) for information on the normal years at rank and step.

f. **Salary**

New appointees are normally paid at the minimum salary rate for the rank to which they are appointed. An off-scale salary cannot be used in the Specialist series. The Executive Vice Chancellor for Academic Affairs has the authority to approve above-scale salary levels up to and including the Regental compensation threshold ([Section 101.2](#) of the Standing Orders of The Regents).

g. **Conditions of Employment**

This series does not accord tenure or security of employment.

This series does not convey membership in the Academic Senate.

A candidate for appointment to this series must possess a Ph.D. degree or equivalent.

Appointees in this series are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

C. **Other Series**

1. **Academic Administrator Series**

a. **Definition**

Appointees in the Academic Administrator series administer programs that either (1) provide service to academic departments, but not as totally or exclusively research or teaching activities; or (2) serve the general public and may be either research or educational in nature.

Academic administrators are appointed principally in organized activities other than organized research units.

The duties of appointees in this series are more in administration than in teaching and/or research, although the administration may include

participation in, as well as oversight of, programs involving teaching, research, or academically based public service.

b. **Ranks**

The ranks in the Academic Administrator series at UC San Diego are:

- Academic Administrator I through VII

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- Professional and academic qualifications similar to those of academic appointees in the organized activity with which the appointee is concerned.

Although the function of an Academic Administrator may include overseeing a program involving research, responsibility for engaging in research, while desirable, is not implied by appointment to this series.

d. **Terms of Service**

Academic Administrator positions may be established for relatively short periods of time. Merit advancements normally will be on a biennial basis. If a promotion of an appointee from one rank to another within the series is justified, such promotion will not normally occur until the individual has served at least six years in the lower rank, including at least two years at the top step for that rank. A performance review, in the absence of a merit or promotion review, must take place at least every four years.

Refer to the [University of California Academic Salary Scales](#) for information on the normal years at step.

e. **Salary**

Salary steps within each title in this series will coincide with rates on the Academic Standard Table of Pay Rates. The specified ranges for each title will be published each academic year by the Office of the President. Range adjustments will be applied with the same augmentation as that applied to the Academic Standard Table of Pay Rates.

In the event of a split appointment between an Academic Administrator title and another academic title, the salary for the Academic Administrator service will be at the appropriate rate with no administrative stipend, and the salary for service under the other academic title will be at the appropriate rate for that title. In the case of full-time appointment to an Academic Administrator title, the salary will be paid without administrative stipend.

f. **Conditions of Employment**

This series does not accord tenure or security of employment.

This series does not convey membership in the Academic Senate.

A candidate for a title in this series must have earned an advanced degree (e.g., Ph.D., M.D., D.D.S., D.V.M, or the highest degree that is commonly expected for appointment in the activity) or possess

equivalent experience. In the field of nursing and related activities, for example, the M.P.H., M.N., or M.S. may usually be accepted as a top degree.

Appointees in this series are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

g. **Preparing the Appointment File**

Materials submitted in support of an appointment must provide a comprehensive assessment of the candidate's qualifications and performance in the areas specified below. A job description must be provided, along with an explanation of the candidate's role in the program and within a larger unit, if appropriate. All appointment files must contain the [Level of Administrative Responsibility \(LAR\)](#) form.

Appointments may be finite or indefinite; however, indefinite appointments can be made only when the appointment file documents availability of long-term funding.

i. **Administration and Management of Programs**

Normally, the Academic Administrator will have primary responsibility for the administration of one or more programs and may have responsibility for directing the activities of support staff. Ordinarily, evidence of superior promise and/or performance in areas such as those listed below will be expected:

- Effective administration of the unit managed by the Academic Administrator
- Program planning and development
- Development of proposals for extramural funding of campus programs
- Assessment of program and constituency needs
- Implementation of innovative program changes
- Evaluation of program activities and functions
- Creativity and originality in program development and usage of resources
- Supervision and leadership of staff
- Serving as a liaison with other agencies and institutions in the public and private sectors

ii. **Professional Competence**

Academic Administrators must provide intellectual leadership in the roles of administrator and supervisor. Appointees should show evidence of:

- Continued professional growth to update and upgrade competency
- Ability to relate effectively with academic faculty, departments, and counterparts in other campus units
- Ability to forecast changing program and constituency needs
- Scholarship (not required but may be submitted as evidence of professional competence)

iii. **University and Public Service**

Academic Administrators participate in the administration of their home units and the University through appropriate roles in governance and policy formulation. In addition, they may represent the University in both the public and private sectors. The effective performance of their duties may require productive participation in intra-unit, University, and community service, as well as appropriate representation of the University in the private corporate environment

2. **Academic Coordinator Series**

a. **Definition**

Appointees in the Academic Coordinator series administer academic programs that provide service closely related to the teaching or research mission of the University. This service may be provided to academic departments, to students, or to the general public. The Academic Coordinator series may also be used for appointees who administer academic programs that:

- provide service to the campus related to credentialing programs—for example, serving as a liaison between a department and its professional development schools or districts; or
- are academically based public service programs with outreach responsibilities in the areas of K-12 teacher or curriculum development in such areas as science and health education, language and writing projects, and the arts.

The duties of an Academic Coordinator are primarily administrative. Individuals in Academic Coordinator titles who are assigned research or instructional duties are required to hold dual appointments. However, an Academic Coordinator may conduct occasional non-credit seminars or workshops without holding a faculty title. An Academic Coordinator who also supervises candidates for teaching credentials must hold an appropriate faculty title as a dual appointment.

While the program overseen by an Academic Coordinator need not be departmentally based, the program must be fundamentally academic in nature, involving University research activities or activities requiring judgments relating to University instruction. Academic Coordinators who administer departmentally based programs will normally report to the department chair. In other cases, an appropriate administrative officer, usually a unit head, will be designated as the immediate supervisor.

b. **Ranks**

The ranks in the Academic Coordinator series at UC San Diego are:

- Academic Coordinator I
- Academic Coordinator II
- Academic Coordinator III

c. **Criteria for Appointment**

A candidate for appointment in this series will be judged by the following criteria:

- **General Criteria for Appointments to All Ranks:**

An appointee must have a professional background of academic training and/or experience. Professional accomplishment and scholarly contributions may also be required. A Master's degree or the equivalent or other appropriate degree(s) may be required. Certain positions may require a Ph.D. or equivalent experience.

- **Criteria for Appointment to a Specific Rank:**

Determination of the appropriate level for an appointment will take into consideration such factors as program scope and complexity, according to the guidelines set out below and summarized in [APM 375, Appendix A](#).

Programs administered by Academic Coordinators will vary with the size of the organization (for example, the number and level of staff directly reporting to the Academic Coordinator) and the scope of its mission (for example, the number and organizational diversity of the clientele with whom the Academic Coordinator interacts). For the purpose of assignment to the appropriate level, the size and scope of the program may be considered to determine its complexity. Thus, the independent coordination of a broad, horizontally integrated network of affiliated programs may be considered equal in complexity to the management of a large, vertically integrated University organization with many staff. Materials submitted in support of an appointment must provide a comprehensive assessment of the candidate's qualifications. A job description and designation of a supervisor must be supplied, as well as an explanation of the candidate's role in the program and within a larger unit, if appropriate.

1. **Academic Coordinator I**

This level is intended for individuals with responsibility for programs of minimal to moderate complexity. Such programs can be administered with a small staff, or they may consist primarily of local University-related activities with limited breadth or narrow focus. The administration of the program at this level will normally involve interaction with outside agencies or industries only when necessitated by the specific needs or interests of a University-based clientele. The Academic Coordinator will typically receive general supervision from a department chair, a faculty member, or other academic or professional staff member. The duties of an appointee

may include limited involvement in the generation and/or coordination of funds.

2. **Academic Coordinator II**

This level is reserved for individuals with responsibility for programs of moderate complexity. The duties of an appointee may include the independent coordination of a program with a moderately sized staff or, in a small organization, a scope that encompasses several departments, schools, or colleges of the campus, or a number of affiliated academic, governmental, or private institutions. The Academic Coordinator is expected to manage the program with a great degree of independence and may receive general guidance from a faculty member, a department chair, an assistant/associate dean, or equivalent positions. Duties may include moderate involvement in the generation and/or coordination of funds from different sources.

3. **Academic Coordinator III**

This level is reserved for appointees who have primary responsibility for the administration, management, and coordination of large programs with broad and substantial complexity and who fulfill their responsibilities independently. These appointees might be unit heads who report directly to deans or vice chancellors. Their responsibilities may include the direction and supervision of a large staff and/or administration of a program with a broad, interdisciplinary scope that encompasses several colleges or schools within the campus, other UC campuses, or public and private agencies outside of the University. The duties of an appointee at this level may include extensive involvement in the generation and/or coordination of funds. Appointment to this level will require demonstrated superior professional ability, outstanding accomplishment in job-related activities, and the assumption of greater responsibility than typically delegated to Academic Coordinators at other levels. Appointment to this level may require demonstrated scholarly ability and attainment, depending on the duties of the position.

d. **Terms of Service**

Appointments may be made on an academic-year or fiscal-year basis. Appointment to an Academic Coordinator title may be for one year or less, for longer periods, or for an indefinite period. Appointments may be renewed with or without a limit on the number of renewals.

Recommendations for merit advancements normally will be reviewed every second year for an Academic Coordinator I or II, and every third year for an Academic Coordinator III. There is no expectation of movement between the levels without significant changes in the scope and complexity of the program being administered.

In the absence of a reappointment, merit advancement, or a change-in-level review, a performance review must take place at least every two years for an Academic Coordinator I or II and at least every three years

for an Academic Coordinator III. A performance review will precede any reappointment.

Refer to the [University of California Academic Salary Scales](#) for information on the normal years at step.

e. **Salary**

Salary scales for these titles are issued by the Office of the President. New appointees are normally paid at the minimum salary rate for the level to which they are appointed. Advancement from one step to the next is based upon merit.

The normal period of service prescribed for each salary step does not preclude more rapid advancement (acceleration) in cases of exceptional merit, nor does it preclude less rapid advancement.

For individuals with dual appointments, percentages of time and salary rates may be set at levels appropriate to each appointment. In the case of a full-time appointment to an Academic Coordinator title, a unit salary from the approved salary scale will be paid without administrative stipend.

Positions may be supported by state funds and/or non-state funds.

f. **Conditions of Employment**

This series does not accord tenure or security of employment.

This series does not convey membership in the Academic Senate.

Appointees in this series are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

Appointees in this series are not eligible for sabbatical leave, but are eligible for leave with pay in accordance with [PPM 230-10, Section II L, Other Leaves with Pay](#).

g. **Preparing the Appointment File**

Materials submitted in support of an appointment must provide a comprehensive assessment of the candidate's qualifications and performance in the areas specified below. A job description must be provided, along with an explanation of the candidate's role in the program and within a larger unit, if appropriate. All appointment files must contain the [Level of Administrative Responsibility \(LAR\)](#) form.

Appointments may be with a specified ending date or indefinite; however, indefinite appointments can be made only when the appointment file documents availability of long-term funding.

Coordination of Academic Programs

In most instances, Academic Coordinators will have primary responsibility for the administration and coordination of one or more programs, and may have responsibility for directing the activities of other academic appointees or staff.

Types of activities:

- (1) Academic program planning and development
- (2) Assessment of program and constituency needs
- (3) Evaluation of academic program activities and functions
- (4) Development of proposals for extramural funding of campus programs and identification of support resources
- (5) Serving as a liaison with other agencies and institutions in the public and private sectors
- (6) Supervision and leadership of other academic appointees or staff

Professional Competence

Academic Coordinators will provide intellectual leadership and scholarship to their programs.

University and Public Service

Academic Coordinators participate in the administration of their units and the University through appropriate roles in governance and policy formulation. In addition, they may represent the University in their special capacity as scholars during the discharge of their responsibilities.

3. Librarian Series

Appointees in this series provide professional services in the University libraries in support of the University's educational, research, and public service functions. These services include:

- selection and development of resources
- bibliographic control of collections and their organization for use
- reference and advisory services
- development and application of specialized information systems
- library administration and management
- research where necessary or desirable in relation to the foregoing

The Executive Vice Chancellor for Academic Affairs has delegated responsibility for the Librarian Series to the University Librarian.

Refer to [APM 360, Librarian Series](#) for the Librarian Series appointment policies.

For those appointees in the Librarian series covered by the [Memorandum of Understanding \(MOU\)](#) entered into by the Regents of the University of California and University Council, American Federation of Teachers (UC-AFT), the terms and conditions of appointment may be found in the MOU.

4. Continuing Educator Series and Coordinator of Public Programs Series

Appointees in these series are professional educators of lifelong learners who represent the University in serving the public through planning, coordinating, and implementing continuing education programs, classes, conferences, short courses, discussion groups, and lectures. They may also produce fine arts events, films, television productions, and other media programs. In addition, they may extend the resources of the University through UC/industry/government collaborations.

The Executive Vice Chancellor for Academic Affairs has delegated responsibility for the Continuing Educator Series and the Coordinator of Public Programs Series to Associate Vice Chancellor of Public Programs.

Refer to [APM 340, Continuing Educator](#) for the Continuing Educator appointment policies.

Information about the Continuing Educator and Coordinator of Public Programs series may be obtained from [University Extension](#).

D. Student Academic Series

The Executive Vice Chancellor for Academic Affairs has delegated responsibility for Academic Student Series to the Dean of Graduate Studies.

Information about student academic series may be obtained from the [Graduate Division](#).

E. Special Status Titles

1. Acting Titles

a. Definition

The Acting prefix is used for either probationary appointments or conditional appointments. The Acting prefix may be used only in the Professor (Ladder-Rank) series.

- i. A probationary appointment in an Acting title is appropriate when a department or the appointing authority has reservations about recommending an individual for a regular professorship and wishes to observe the appointee's teaching or research for a one- or two-year probationary period. If the expressed doubts are removed, the person will be "regularized"—that is, proposed for a regular professorship—at the end of the probationary period.
- ii. An Acting title in the Ladder-Rank series can be used for an individual who does not have an appropriate visa, or when an academic condition that would justify a regular Ladder-Rank appointment is lacking—i.e., the terminal degree of the field, such as the Ph.D. A conditional appointment is made with the intention of converting the Acting title to a regular title when the candidate acquires the requisite academic or immigration credential.
- iii. When the Acting prefix is used to indicate the lack of the Ph.D. for an Assistant Professor candidate whom the department intends to transfer to the regular ranks Assistant Professor title, the appointment file proposing the Acting title must indicate clearly the department's recommendation regarding regularization. A change to a regular appointment may be made upon receipt of official certification that an appointee has completed all formal degree requirements.
- iv. For an academic-year appointee, the change in title will be effective at the beginning of the quarter following the date of completion of all formal degree requirements, and the change in salary will be effective at the beginning of the pay period for that quarter.

v. For a fiscal-year appointee, the change in title will be effective at the beginning of the month following the date of completion of all formal degree requirements.

b. **Criteria**

Inasmuch as Acting appointees are under consideration for appointment to titles in the Professor series, reference should be made to criteria set forth for the rank involved.

c. **Restrictions**

The Acting prefix is not appropriate for appointments intended to be only temporary in nature.

d. **Term of Service**

Each appointment as Acting Assistant Professor will be for a specified term, not to exceed one year. The total period of service in this title is limited to two years.

Each appointment as Acting Associate Professor or Acting Professor must be for a specified term, not to exceed two years. The total period of service in these titles is limited to four years.

e. **Conditions of Employment**

Acting appointments do not accord tenure or security of employment.

Acting appointments do not convey membership in the Academic Senate.

Acting appointments are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

An Acting appointee employed 50% time or more is included in the University of California Retirement Plan, if the appointee meets the eligibility requirements.

Sabbatical leave credit may be accrued by an Acting appointee under special conditions described in [APM 740-11-b\(1\), Leaves of Absence/Sabbatical Leaves](#).

Removal expenses may be allowed an Acting appointee, as provided in [APM 560-14-b, Removal Expenses/General](#).

2. **Visiting Titles**

a. **Definition**

The Visiting prefix is used to designate one who is appointed temporarily to perform the duties of the title to which the prefix is attached. It may be assigned to an established scholar with a permanent position at another university, college, or public or private research laboratory.

An appointment as a Visiting Research or Project Scientist may be made for an established scholar (as defined above) who is engaged in a UC San Diego research program and who has no teaching responsibilities. Such appointments normally are made at the same rank and salary as the home institution appointment, for a period of up to one year.

The Visiting prefix may be attached to titles in the Professor (Ladder-Rank), Research Scientist, Project Scientist, and Librarian series.

b. **Criteria**

The criteria for appointment in a Visiting title will be the same as for the corresponding regular title. Because the appointment is temporary, reasonable flexibility may be employed in the application of these criteria.

The departmental recommendation letter should clearly state that the individual will be returning to the home institution upon completion of the visiting appointment, and it should describe clearly the special expertise that the visitor brings to the campus.

Visiting Professors (who do not participate in committee and other University service work) should be assigned teaching loads that are greater than those assigned to regular faculty.

c. **Restrictions**

If an academic appointee with a Visiting title is later considered for transfer to a corresponding appointment in the regular series, the proposal for such transfer should be treated as a new appointment subject to full customary review.

Visiting titles at UC San Diego are not intended for candidates who are under consideration for or whom the department plans to propose for a permanent appointment.

d. **Terms of Service**

Visiting appointments may be made for up to a one-year period and may not exceed a total of two consecutive years.

Visiting Professors have a six-course annual teaching load for full-time appointment (e.g., one course/quarter = 50% time; two courses/quarter = 100% time).

e. **Salary**

Based upon a six-course annual teaching load, part-time payments would be calculated as follows:

<u>Quarter Teaching Load</u>	<u>Quarter Appointment</u>
2 courses	100% appointment
1 course	50% appointment

The salary paid to a Visiting appointee will be at a negotiated annual rate based upon the individual's regular salary at his or her home institution or on his or her professional income, and consistent with the service rendered. The salary paid may not include travel expenses but may include an amount to cover relocation expenses if the department chair and the respective Dean agree that University funding is available to cover such relocation expenses. Any relocation costs included in the salary must be justified in the departmental recommendation letter.

Salaries for visitors are not restricted to the published salary scale. For example, with proper justification, the salary for a Visiting Assistant Professor may be below that for an Assistant Professor, Step I, or above that for an Assistant Professor, Step VI.

f. **Conditions of Employment**

Visiting appointments do not accord tenure or security of employment.

Visiting appointments do not convey membership in the Academic Senate.

Visiting appointments are subject to APM 137, Non-Senate Academic Appointees/Term Appointment.

Certain removal expenses may be allowed a Visiting appointee who is subsequently appointed to regular faculty rank, or to the regular Research Scientist Series, as provided in [APM 560-14-d. e, Removal Expenses/General](#).

Sabbatical leave credit may be accrued by a Visiting appointee under the special conditions described in [APM 740-11, Leaves of Absence/Sabbatical Leave](#). Sick leaves, vacation leaves, or authorized special leaves with pay for Visiting appointees will be subject to the policies for corresponding ranks without the Visiting prefix.

3. **Recall Appointments**

a. **Definition**

Individuals who have retired from a University of California academic appointment and who receive retirement income (or have received a lump sum payout) from the University of California Retirement Plan (“UCRP”) are considered retired academic appointees and may be recalled to active service.

Academic recall appointments are limited to individuals returning to an academic title.

Retired academic appointees may be recalled to a compensated or non-compensated appointment. Compensated appointments should be percentage based and may not exceed 43% time per month, inclusive of all recall appointments.

Recall appointments are normally one year or less, but may be up to three years in cases of pre-retirement agreements, or when faculty, have active research grants with secured funding for the recall period.

Recall appointments may be proposed by submitting a completed [UC San Diego Academic Recall Appointment form](#) to the appropriate approval authority.

The specific approval authority for Recall proposals varies depending on the appointee’s series and/or division as shown on the [Authority & Review Chart](#).

b. **Conditions of Employment**

Recalled academic appointees are ineligible for merit or promotion salary increases.

A recall appointment service date may occur no earlier than 30 days following the academic appointee's retirement date.

Recall appointments are term appointments for a specified period of time and expire on the end date with no further notice required.

If the terms and conditions of the recall agreement are no longer applicable, the University may end a recall contract prior to the specified end date with a minimum of 30 days' notice, or pay-in-lieu of notice for those who are compensated.

Recall appointments may be renewed on an annual basis.

Assignment of office space is subject to the agreement reached between the faculty member and the department or school.

4. **Regents' Professors and Regents' Lecturers**

a. **Definition**

A Regents' Professor serves for a quarter or an academic year at the University of California upon the invitation of the President of the University and with the approval of the Board of Regents. A Regents' Lecturer serves for a relatively short period of time at the University of California upon the invitation of the Chancellor.

Regents' Professors' and Regents' Lecturers' achievements in non-academic fields in the arts, sciences, or professions (such as agriculture, banking, commerce, engineering, industry, labor, law, medicine, or any other non-academic field in the arts, sciences, or professions) are equivalent to those on which appointments to regular University lectureships are based.

The policies and procedures for Regents' Professors and Regents' Lecturers are set forth in [PPM 230-30.6, Regents' Professor and Regents' Lecturer Program](#).

5. **Guest Lecturers**

Individuals who will participate in the instructional program for a short period of time (i.e., two weeks or less in a quarter) and do not have full or partial responsibility for a course may be eligible for payment as Guest Lecturers. These are individuals who do not hold titles with the University but who are brought to the University for their expertise in given subjects.

Procedures for issuing payments to Guest Lecturers are available on the [UC San Diego Academic Personnel Services Web site](#).

6. **Temporary Intercampus Transfer**

Professors from other UC campuses who are being proposed to teach a course or courses at UC San Diego are temporary faculty and are paid at the same salary rate they are paid by their home UC campus. Procedures for processing Temporary Intercampus Transfers are available on the [UC San Diego Academic Personnel Services Web site](#).

7. **Non-salaried Research Titles**

a. **Definitions**

These titles are intended to recognize an association with the University for scholars and scientists of distinguished standing. They may be appropriate for researchers who have retired and will continue an association with the University on a non-salaried basis.

i. Research Associate

Non-salaried Research Associate appointments are for visiting scholars and scientists of distinguished standing who may be recommended by departments for such association with the University.

ii. Research Fellow

A non-salaried Research Fellow appointment is for a visiting fellow who comes to the University as a National Research Council Fellow, a Social Science Research Council Fellow, a Commonwealth Fund Fellow, a Rockefeller Foundation Fellow, a traveling fellow from another university, etc.

b. **Criteria**

i. Research Associate

The candidate must hold a Ph.D. degree or possess training substantially equivalent to that required for the Ph.D., and must have demonstrated exceptional fitness in independent research in addition to that required for the Ph.D. degree.

ii. Research Fellow

The candidate must hold a Ph.D. degree or possess training equivalent to that required for the Ph.D., but need not have had experience as an independent researcher aside from research for the doctoral degree.

c. **Terms of Service**

Appointments may be made for a maximum of three years and may be renewed following academic review. Appointment or reappointment period may be for a shorter term.

Post-retirement appointment must be for one year or less, but may be renewed following academic review.

d. **Conditions of Employment**

At UC San Diego, the title of Research Fellow is normally used to permit stipend payments to postdoctoral trainees rather than to denote an employer-employee relationship.

8. **Non-salaried Instructional Titles**

Occasionally, eminent scholars and scientists, either already appointed at UC San Diego or not affiliated with the University, are appointed to non-salaried instructional titles (e.g., non-salaried Lecturer or Adjunct Professor) to assist in the teaching of undergraduate and graduate students. Non-salaried instructional appointees do not assume full responsibility for a course. Department chairs

must ensure that the use of non-salaried instructional appointees is not abused. The series assigned to such appointees should be determined by the degree of teaching involvement as described in the [Academic Personnel Manual](#) (Ref. APM 230, Visiting Appointments; APM 235, Acting Appointments; APM 280, Adjunct Professor Series; and APM 283, Lecturer and Senior Lecturer).

The departmental recommendation letter should clearly outline the type and amount of teaching the candidate will do, as well as the effectiveness of his or her teaching in any previous period of appointment.

- a. Non-salaried instructional titles for individuals funded from sources not administered by the University (e.g., Salk Institute appointees):
 - i. An appointment may be made for a period of two or three years, depending on the appointee's rank (e.g., two years for the Assistant rank).
 - ii. Appointment files should include the same documentation required for salaried appointees in the title or series.
- b. Non-salaried instructional titles for individuals whose full time salaries are administered by the University:
 - i. If an appointee is paid under another title from a federal contract or grant and participates in the instructional program under a non-salaried instructional title, the department chair must assure compliance with the University's contractual agreement with the funding agency.
 - ii. Under no circumstances should appointees paid entirely from federal funds be permitted to be officers of instruction in regularly scheduled courses, unless they are paid from non-federal funds for the proportion of time spent on teaching. In such cases, the appointee should be appointed to a salaried instructional title and paid for the proportion of time spent on teaching. His or her salaried appointment will be reduced accordingly so that the total percentage does not exceed 100%. The occasional lecture or seminar, dealing with the research and creative activity being sponsored, is considered part of the normal research and creative process and should be encouraged.
 - iii. A federally funded appointee may supervise a doctoral thesis occasionally, provided the research topic is appropriate to the investigator's line of research. Such supervision is contingent upon the approval of the department chair and the subsequent administrative approval of an appropriate instructional title for the investigator. In such cases, departments should consult the Office of Research Affairs to determine the necessity of a non-salaried lecturer appointment in order for an appointee to qualify to serve on a thesis committee.
 - iv. It is appropriate for research personnel totally funded from federal sources to supervise the activities of Research Assistants or other students if the supervision is directly connected with the objectives of the contract.
 - v. An appointment may be made for two to three years, corresponding to the appointment period in the appointee's salaried title. In such instances, only one academic review file should be submitted for both the appointment in the non-salaried

instructional title and the recommendation for action in the salaried title. The departmental recommendation letter must evaluate the service in each area and clearly outline the type and amount of teaching the appointee will do.

- vi. On occasion, a research appointee whose full-time salary is administered by the University participates in an instructional program. For formal instruction and/or significant participation, the researcher must be appointed in a salaried instructional title. Appointees also may be appointed to and perform services under a non-salaried instructional title. For example, a non-salaried instructional title may be accorded for an occasional lecture or seminar dealing with the research being sponsored by the funding agency and is required for a researcher to supervise a doctoral thesis, provided the thesis is appropriate to the investigator's line of research.

VIII. ACADEMIC APPOINTMENT FILE REVIEW AND FINAL AUTHORITY

No academic appointment or reappointment may be offered or accepted until there has been a full academic review and the individual charged with final authority has approved the appointment or reappointment.

The [UC San Diego Authority and Review Chart](#) sets forth the individual(s) and/or committee responsible for review, as well as the final authority for approval.

IX. PREPARATION AND SUBMISSION OF ACADEMIC APPOINTMENT FILES

The following documents must be included in an academic appointment file:

Affirmative Action Selection Report, Compliance Report, or waiver request	
Appointment Summary	
UC Academic Employment History	<i>If the candidate has previous UC academic employment experience</i>
Departmental Recommendation Letter	
Certifications	<i>If the candidate is a UC academic appointee</i>
Departmental Ad Hoc Report	<i>If a departmental ad hoc is convened</i>
External Referee Solicitation Letter(s)	
Identification and Qualifications of External Referees form	
External Referee Letters	
Teaching Evaluations	
Level of Administrative Responsibility Form	<i>For Academic Administrators and Academic Coordinators only</i>
Job Description	<i>For Academic Administrators and Academic Coordinators only</i>
Biography and Bibliography Packet	
Publications/Reviews/Creative Work	<i>Not required for temporary files</i>

Detailed information on preparing and submitting academic appointment files is available on the [UC San Diego Academic Personnel Web site](#).



UC San Diego

Policy & Procedure Manual

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PERSONNEL-ACADEMIC

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GUIDELINES FOR THE PROFESSOR OF CLINICAL X (e.g., MEDICINE) SERIES

These guidelines are intended to provide additional, detailed information on the Professor of Clinical X (e.g., Medicine) series (hereafter referred to as Clinical X) at UC San Diego, to assist in the evaluation of the appropriateness of appointment to and advancement within the Clinical X series.

A. Definition of the Professor of Clinical X series

The Professor of Clinical X series should be reserved for those faculty who have demonstrated expertise, dedication and achievement in clinical and educational activities within and outside the health sciences schools. Appointment in this series should represent recognition by the institution of an individual's commitment to the clinical and educational activities that are of utmost importance to the mission of the schools. Thus, appointment in this series should reflect high institutional esteem for the selected individual, and advancement should be based on well-documented contributions toward this mission. Criteria for appointment and promotion in this series should be rigorously applied.

Candidates for the Professor of Clinical X series should demonstrate excellence in both teaching and clinical practice, as well as documented scholarship that has an impact beyond UC San Diego. This requirement is intended to distinguish Clinical X faculty from faculty in the Health Sciences Clinical Professor series, who are required only to demonstrate excellence in teaching and clinical activity with scholarly or creative activities related to their clinical practice at UC San Diego. In achieving beyond the criteria set forth for the Health Sciences Clinical Professor series, candidates in the Professor of Clinical X series should be able to demonstrate 1) accomplishments of increasing geographic scope as they advance through the series, from local to regional to national to international levels, and 2) areas of recognized clinical expertise, whether in general or specialty practice.

The Professor of Clinical X series should be available at all levels of professorship to candidates who have demonstrated focus, ability, and commitment towards a career of clinical education and practice. This should be considered as specific as the criteria for the Ladder-Rank series. The Professor of Clinical X should not be used as a series into which to transfer faculty from other series because of insufficient research productivity. It is preferable that a candidate demonstrate desire for a continuous career in clinical education and practice from the time of his or her first appointment, although well-substantiated changes in career goals do occur and should be taken into consideration.

B. Criteria and Methods of Evaluation for Appointment and Advancement

Candidates for the Professor of Clinical X series will be required to demonstrate excellence in teaching and clinical activity and creativity in these areas. It is essential that the candidate demonstrate early in his or her career a desire to participate and advance in this series through continuous achievement. The guidelines should therefore be clear and unequivocal such that candidates are fully aware of the level of achievement expected of them prior to appointment or advancement at each level. When a candidate approaches the time of consideration for appointment or advancement in the series, the individual has the primary responsibility for

documenting success in reaching the required level of achievement. The department has the responsibility to ensure that appropriate teaching assessment is performed.

1. Teaching and Educational Activity

The level at which excellence in educational activity is recognized for appointment or advancement in the Professor of Clinical X series should be:

- a. Assistant Professor: recognition at the local school and medical center level.
- b. Associate Professor: recognition at the institutional and regional level.
- c. Full Professor: recognition at the institutional and national level.

Methods of Evaluation:

The following methods are not all-inclusive and should be used only where appropriate.

- Documentation of the types of teaching carried out, the time involved, the primary teaching role (e.g., clinic or ward attending, lecturer, or mentor), the average number and type of students per year, and the average number of contacts per year. Descriptions of the teaching environment and workload are important.
- Documentation of special courses taught, including the type and setting. These could include, e.g., the physiology section of OPP, a dog laboratory on the use of pulmonary artery catheters or transesophageal echocardiography, the American Heart Association ACLS Course, or a postgraduate course for community physicians on laparoscopic cholecystectomy or management of diabetes. The course could be for health sciences or allied health students, house officers, or postgraduate trainees. Also documented should be the continuity of the course (year-to-year, for example). Attendance, growth of attendance, and participant evaluations of the course should be included.
- Letters or standardized teaching evaluations from students who have been taught at the individual, group, and conference levels. Students may be required to submit evaluations of their teachers for completion of a course of studies. There must be more than one kind of teaching assessment.
- Recommendations and critical reviews from fellow educators at the parent institution or from other institutions, outside physicians and other health care personnel, including unsolicited commendations. These should be based on personal observation of the candidate's teaching (including peer review). Letters from patients may be included, but would receive less weight if not critically written.
- Documentation of teaching leadership in the department, medical centers or medical school; in some cases may be indicated by title (e.g., Director of Training Program), in all cases by extent of responsibility and recognition.
- Description of teaching awards received and the basis for the recognition.
- Documentation of the number of invitations to participate in conferences and continuing education courses. The type of conference and sponsoring institution should be recorded. Teaching ratings and comments from the participants should be included. If available, ratings of other lecturers (with identity undisclosed) should be included with this information for comparison.

- Roles in educational organizations (e.g., offices, committees, or boards of directors). The duties performed and the innovations accomplished should be outlined. Leadership contributions to the organization of educational activities in the health sciences schools may also be considered and evaluated here, beyond ordinary participation as university service.
- Documentation of a role in running a scientific or clinical meeting locally, nationally, or internationally. This should include factual and evaluative documentation as above. It is also recommended that candidates review their objective evaluations from the sources indicated when consulting with the department chair.

2. Professional Competence and Clinical Activity

These criteria concern the extent and quality of the candidate's clinical performance.

a. Assistant Professor:

The candidate must demonstrate an understanding of the subject of his or her clinical activity, as well as an appropriate quality and volume of activity as judged using the methods described below. This evaluation may be based on activity at the UC San Diego Medical Centers, the Veterans Administration San Diego Healthcare System (VASDHS), or other affiliated institutions. Clinical services beyond our own institutions, such as at regional or national levels, can serve as further evidence of the candidate's standing. In addition to routine individual patient care, clinical activity may take the form of developing or sustaining specific clinical care programs or programs involving applications of new techniques or new uses of existing therapeutic modalities. These could include, but are not limited to, developing a model program for a diagnostic or therapeutic procedure or a successful clinical program that could be implemented in a new setting. It is important that the candidate demonstrate promise and a desire to progress in the acquisition and application of clinical expertise.

b. Associate Professor:

The candidate must be clinically active in the local institution and, in applicable disciplines, at the community or regional levels. The latter are more likely to involve program development, supervision, or consultation, rather than individual patient care, although a regional referral record would certainly qualify. Activities at the national level are desirable but not required. A demonstration of creativity is important in documenting superior clinical achievement.

c. Full Professor:

The candidate's clinical influence must be recognized beyond the parent institution and, in applicable disciplines, at the regional and national levels. Activities at the international level are desirable, but not required. A clear demonstration of creativity is important in evaluating clinical achievement, to afford proper recognition and reward.

Methods of Evaluation:

The following methods are not all-inclusive. Each method should be used only where appropriate. In each case, the goal is to document excellence, and the data should be evaluated accordingly.

- Testimony from peers and faculty of higher rank. It is important to obtain such testimony from practitioners of the same and related disciplines. This is solicited by the department chair, who would send to prospective evaluators forms that address the quality of critical aspects of practice in that clinical discipline, as explained below. These forms may be similar to ones used to evaluate residents. Also important for perspective are evaluations from outside the department. For example, radiologists could evaluate internists, and vice versa; surgeons could evaluate anesthesiologists, and vice versa.
- Documentation of the pattern of referral, e.g., the extent and number of referrals, as well as the area from which they are drawn--hospital, community, regional, national, or international. A summary of referrals, with names of referring physicians, the number of patients referred by each physician, and a description of the areas of San Diego city and county, California, the nation, and other countries from which they are drawn would be especially useful. A clinician who treats patients from all over the world is probably excellent.
- In specialties that entail the performance of procedures, such as surgery or radiology, documentation of the quality of the candidate's practice (e.g., the number of difficult cases performed or the complication rates) would provide a measure of excellence. In anesthesia, for example, huge databases are being accumulated that can provide a detailed profile of the excellence of a clinician's practice.
- In specialties that render consultations, documentation of the helpfulness or the frequency of error in the rendering of expert opinion would also provide a measure of clinical excellence. These evaluations would usually be obtained outside the candidate's specialty. In particular, primary care physicians may evaluate the quality of consultations by specialists, while specialists can evaluate the quality of referrals by primary care physicians. In the case of primary care physicians, documentation of the thoroughness of patient workup and the appropriateness of the requests for consultation by specialists and consultants would serve as a measure of clinical excellence. Chart reviews are also commonly useful in this assessment.
- Establishing or running a clinical service, either inpatient or outpatient. This could include, e.g., trauma, intensive care, ECG, cardiac catheterization, diabetes, child abuse, or drug abuse. The pattern of referral should be documented, as described below.

The success of a service in attracting referrals from outside the University system is an important factor in measuring excellence. Documentation of excellence when the candidate establishes or runs a clinical service should be relatively straightforward. A successful clinical service that attracts a large patient population denotes excellence; after all, one of the reasons for this series is to reward clinicians who can help the medical school, and hence the University.

Evaluating, quantifying, and establishing clinical excellence can be difficult, but several mechanisms exist whereby this is possible. Some data will be more appropriate for procedural specialties than for consulting specialties. To use the example of anesthesia again, in analyzing procedural data, there are certain "flags" that trigger an entry into the anesthesiologist's database. If the anesthesiologist is significantly below the norm--currently only a local norm--counseling is advised. If the candidate is strikingly above that norm, this could serve as one criterion to help establish excellence.

Outcome data, especially a particularly low rate of complications, could also indicate excellence. Evidence that physicians are continually sending their difficult cases to the candidate is an outstanding endorsement of his or her clinical excellence.

As mentioned above, another possibility for establishing excellence is evaluation forms. The following gives examples of evaluation forms that can be used. Note that there are short forms and long forms. The use of the short form is encouraged, since it is more

likely to be filled out by the large number of people required to make any evaluation credible. If the short form is used, the department should carefully define each category for the evaluator. Each department should develop its own set of evaluation forms, since the problems and characteristics for each department are different. Similarly, each department should develop different forms for each set of evaluators: students, house officers, members of the department, members of other departments, practitioners outside UC, any clinician who consults with the candidate, nurses, patients, etc.

Nurses can make excellent evaluators. They pick up subtle factors in clinical performance that most others cannot. For example, they are often the first to spot a decrement in performance in an impaired practitioner.

The following should be regarded as an example only:

Example of an evaluation form

Rate each of the following according to your experience with the candidate.

Use the appropriate descriptor (extremely effective, very effective, moderately effective, moderately ineffective, totally ineffective, NA).

- Communication skills
- Accessibility/availability
- Clinical skills
- Clinical judgment
- Creativity
- Leadership initiative
- Personal qualities

Would you want yourself or a member of your family to be treated by this physician?

3. Creative Work

Many faculty in the health sciences devote a large proportion of their time to the inseparable activities of teaching and clinical service and therefore have less time for formal creative work than most other scholars in the University. Some clinical faculty devote this limited time to academic research activities; others utilize their clinical experience as the basis of their creative work. Nevertheless, an appointee to the Professor of Clinical X series is expected to participate in scholarly pursuits in applied clinical sciences. This includes activities which may be independent or collaborative, and may focus on formal clinical or laboratory research, scholarly publications, or creative educational work.

a. Assistant Professor:

A candidate's achievement and contribution to scholarship in the applied or clinical sciences should include at a minimum active participation in such pursuits.

b. Associate Professor:

A candidate's achievement and contribution to scholarship in the applied or clinical sciences should have resulted in a significant contribution to knowledge or clinical or educational practice. Independence or leadership in some of these creative activities must also be demonstrated.

c. Full Professor:

A candidate's achievement and contribution to scholarship in the applied or clinical sciences should manifest continued involvement and leadership in activities such as those described above.

Methods of Evaluation:

The candidate's creative work must have been disseminated, e.g., in a body of publications, in teaching materials used in other institutions, or in improvements or innovations in professional practice. For appointment or promotion to higher levels, there should be evidence that these have been adopted or had an influence elsewhere.

- Evidence of achievement may include clinical case reports. Clinical observations are an important contribution to the advancement of practice and knowledge in the health sciences and should be judged by their accuracy, scholarship, and utility.
- The development and evaluation of techniques and procedures by clinical investigators constitute significant and valuable pursuits in the clinical sciences. These activities are necessary for improvement in the practice of health care. Creative achievement may be demonstrated by the development of innovative programs in health care or in transmitting knowledge associated with new fields or other professional activity.
- Textbooks and reference publications, or contributions by candidates to the literature for the advancement of professional education or practice, should be judged as creative when they contain original scholarly work, manifest an innovative approach, or include new information such as research results.
- The development of new or better ways of teaching the basic knowledge and skills required by students in the health sciences may be considered evidence of creative work. This may be demonstrated in written materials, novel approaches to teaching, or, for example, the development of computer methods that can be used for teaching, clinical care, or research.
- Acquisition of extramural resources for clinical or educational programs, including research or practice, is usually an indication of successful creative effort.

The significance of the quantitative productivity level achieved by a candidate should be assessed realistically, with knowledge of the time and institutional resources available to the individual for creative work, and the nature of the individual's professional discipline.

4. University and Public Service

Service is an important component of the activity of faculty in the Professor of Clinical X series. In many cases, this service will have a direct bearing on the education and clinical care missions of the University, and will therefore be best listed and evaluated under the categories of teaching and professional or clinical activity, which take precedence as criteria for advancement. For example, invited service on QA boards would be useful in evaluating a candidate's clinical expertise.

With increasing rank, greater participation and leadership in service are expected, although formal criteria are not specified. The extent and significance of service at the department, school, campus, University, community, and national or profession-wide level should be evaluated.



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GUIDELINES FOR THE HEALTH SCIENCES CLINICAL PROFESSOR SERIES

These guidelines are intended to provide additional, detailed information on the Health Sciences Clinical Professor series at UC San Diego to assist in the evaluation of the appropriateness of appointment to and advancement within this series.

The guidelines also are intended to provide information on the distinctions between this series and the Professor of Clinical X series.

It should be noted that the diversity of talents and accomplishments required in the Health Sciences Clinical Professor Series are such that the criteria for appointment and advancement must be applied with some degree of flexibility. These guidelines create a better understanding of the series at UC San Diego and the flexible application of the series criteria.

Criteria and Methods of Evaluation for Appointment and Advancement

The four criteria for appointment and advancement in the Professor (Ladder-Rank) series at UC San Diego are:

1. Performance in teaching
2. Scholarly and creative accomplishments
3. Professional (clinical) competence and activity (patient care)
4. University and public service

However, the combined demands of teaching, research, patient care and community service are such that it is unrealistic to expect that all faculty members in a clinical department can excel in each of these endeavors.

Faculty in the Health Sciences Clinical Professor series are appointed for the primary purpose of filling roles in patient care services and in the clinical teaching programs. These functions should be identified and documented by the department in preparing the candidate's file for review.

The criteria and the frequency of review in judging candidates for appointment or advancement in this series are the same as those specified for the Professor (Ladder-Rank) series, except that each of the criteria must be appropriately weighted to take into account the primary emphasis on direct patient care services and clinical teaching activities.

Documentation should be compiled as for other academic series, including documentation of teaching and clinical performance as described in the Professor of Clinical X series criteria.

The Health Sciences Clinical Professor series should not be regarded as an escape or contingency appointment for faculty in other series who fail to receive promotion.

Professional competence and activity generally focus on the quality of patient care. A doctoral degree in a clinical discipline, as well as a demonstrated distinction in the special competencies appropriate to the field and its characteristic activities, is a criterion for appointment. The candidate should also

demonstrate evidence of achievement, leadership, or progress in the development or utilization of new approaches and techniques for the solution of professional problems.

Although it need not be as extensive as that required for the other professorial series (e.g., Clinical X), some evidence of scholarly or creative activity appropriate to the clinical discipline, as determined by the individual department, is expected in this series at UC San Diego. Scholarly activities such as participation in collaborative research, publications in the medical literature (e.g., case reports, book chapters, reviews, letters to the editor), published articles for the lay population (e.g., newsletters, newspapers, magazines) presentations at scholarly meetings or continuing education courses are desirable and should be encouraged. Development of innovative clinical procedures, teaching methods, new courses, clinical guidelines, and instructional materials for teaching patients should also be recognized as creative accomplishment.

Health Sciences Assistant Clinical Professor:

For an initial appointment to the Health Sciences Assistant Clinical Professor rank, the departmental recommendation letter should describe the candidate's present position and the likelihood that the candidate will be a competent teacher and develop an excellent professional practice.

For appointment as Health Sciences Assistant Clinical Professor, Step I or II, the candidate should:

1. have high-quality postgraduate clinical training providing eligibility for one of the medical specialty boards (a minimum of three years Post M.D.) or equivalent achievement and recognition.
2. demonstrate teaching ability or have clear potential as a clinical teacher; and
3. demonstrate clinical ability of high quality commensurate with his or her experience in a branch of medicine.

For appointment at a Step III or above, the candidate must also:

4. be board eligible in the specialty appropriate to the clinical care and teaching activities, or have appropriate equivalent recognition;
5. demonstrate ability as a clinical teacher; and
6. demonstrate continuing achievement in clinical care and teaching.

Health Sciences Associate Clinical Professor:

In addition to proven competence in teaching, a candidate for appointment to the rank of Health Sciences Associate Clinical Professor should demonstrate evidence of excellence in professional practice. Such evidence may include, but is not limited to, evaluations that demonstrate:

- provision of high-quality patient care;
- a high level of competence in a clinical specialty;
- expanded breadth of clinical responsibilities;
- significant participation in the activities of clinical and/or professional groups;
- effective development, expansion, or administration of a clinical service;
- recognition or certification by a professional group; or
- evidence of scholarly or creative activities appropriate to this series.

Further, the candidate must:

1. be certified by one of the medical specialty boards, or demonstrate equivalent achievement and recognition;
2. be recognized as a consistently effective clinical teacher by undergraduate, graduate, or postgraduate students and by faculty;
3. have excellent clinical skills and abilities and apply them in the management of clinical problems, as evidenced by the opinion of the faculty, house staff and appropriate professional groups;
4. serve effectively as a clinical consultant to house staff, faculty, and members of the community; and
5. actively and effectively participate in the affairs of professional organizations, UC San Diego Medical Center or VASDHS committees, School of Medicine or Pharmacy committees, University and administrative committees, and community programs.

Health Sciences Clinical Professor

A candidate for appointment to the rank of Health Sciences Clinical Professor should satisfy the above qualifications for Health Sciences Associate Clinical Professor. In addition, the candidate must:

1. demonstrate superior clinical teaching;
2. demonstrate superior clinical skills and abilities; and
3. provide documentation that his or her clinical service and/or teaching are of great importance to the academic or health care missions of the University.

Transfer of faculty from one series to another, especially from the regular professorial series to the Health Sciences Clinical Professor series, should occur only in exceptional cases. Requests for such transfers must carefully document the specific achievements and future responsibilities in clinical care and teaching that qualify the candidate for such a transfer.

Faculty who demonstrate sustained, substantial scholarship that has an impact beyond UC San Diego should be considered for transfer to the Professor of Clinical X series. Examples of sustained, substantial scholarship include, but are not limited to, development of new diagnostic or therapeutic approaches and procedures that have been adopted regionally or nationally, publication of clinical case studies, creative design of teaching materials or textbooks used regionally or nationally, active participation in collaborative and joint research programs, or demonstrated effectiveness in establishing and supervising major teaching or clinical service programs, development of innovative health care programs that have had regional or national impact, or development of innovative computer software.

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PERSONNEL-ACADEMIC

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GUIDELINES FOR THE PROFESSOR OF CLINICAL X (i.e., PHARMACY) SERIES

These guidelines are intended to provide additional, detailed information on the Professor of Clinical X (i.e., Pharmacy) series (hereafter referred to as Clinical X) at UC San Diego, to assist in the evaluation of the appropriateness of appointment to and advancement within the Clinical X series in the Skaggs School of Pharmacy and Pharmaceutical Sciences (SSPPS).

Definition of the Professor of Clinical X series

The Professor of Clinical X series should be reserved for those faculty who demonstrate, or have the strong potential to demonstrate expertise, dedication and achievement in clinical and educational activities within and outside the Health Sciences. Appointment in this series should represent recognition by the institution of an individual's commitment to the clinical and educational activities that are of utmost importance to the mission of the Health Sciences. Thus, appointment in this series should reflect high institutional esteem for the selected individual, and advancement should be based on well-documented contributions toward this mission. Criteria for appointment and promotion in this series should be rigorously applied.

Candidates for the Professor of Clinical X series should demonstrate excellence in both teaching and clinical practice, as well as documented scholarship that has an impact beyond UC San Diego. This requirement is intended to distinguish Clinical X faculty from faculty in the Health Sciences Clinical Professor series, who are required to demonstrate excellence in teaching and clinical activity with scholarly or creative activities related to their clinical practice. In achieving beyond the criteria set forth for the Health Sciences Clinical Professor series, candidates in the Professor of Clinical X series should be able to demonstrate 1) accomplishments of increasing geographic scope as they advance through the series, from local to regional to national to international levels, and 2) areas of recognized clinical expertise.

The Professor of Clinical X series should be available at all levels of professorship to candidates who have demonstrated focus, ability, and commitment towards a career of clinical education and practice. The criteria should be considered as specific as the criteria for the Ladder-Rank series. The Professor of Clinical X should not be used as a series into which to transfer faculty from other series because of insufficient research productivity. It is preferable that a candidate demonstrates desire for a continuous career in clinical education and practice from the time of his or her first appointment, although well-substantiated changes in career goals do occur and should be taken into consideration.

Criteria and Methods of Evaluation for Appointment and Advancement

Candidates for the Professor of Clinical X series will be required to demonstrate excellence in teaching, professional competence, clinical activity and creativity. It is essential that the candidate demonstrate early in his or her career a desire to participate and advance in this series through continuous achievement. The guidelines should therefore be clear and unequivocal such that candidates are fully aware of the level of achievement expected of them prior to appointment or advancement at each level. When a candidate approaches the time of consideration for appointment or advancement in the series, the individual has the primary responsibility for documenting success in reaching the required level of

achievement. The school has the responsibility to ensure that appropriate teaching assessments are performed.

A) Teaching and Educational Activity

The level at which excellence in educational activity is recognized for appointment or advancement in the Professor of Clinical X series should be:

- 1) Assistant Professor: recognition at the institutional and local level.
- 2) Associate Professor: recognition at the institutional and regional level.
- 3) Full Professor: recognition at the institutional and national level.

Methods of Evaluation:

The following methods are not all-inclusive and should be used only where appropriate.

- Documentation of the types of teaching carried out, the time involved, the primary teaching role (e.g., preceptor, lecturer or mentor), the average number and type of students per year, and the average number of contacts per year. Descriptions of the teaching environment and workload are important.
- Documentation of special courses taught, including the type and setting. Also documented should be the continuity of the course (year-to-year, for example). Attendance, growth of attendance, and participant evaluations of the course should be included.
- Letters or standardized teaching evaluations from students who have been taught at the individual, group and conference levels.
- Recommendations and critical reviews from fellow educators at the parent institution or from other institutions, outside pharmacists and other health care professionals, including unsolicited commendations. These should be based on personal observation of the candidate's teaching (including peer review). Letters from patients may be included, but would receive less weight if not critically written.
- Documentation of teaching leadership in the department, medical centers or pharmacy school; in some cases may be indicated by title (e.g., Director of Training Program), in all cases by extent of responsibility and recognition.
- Description of teaching awards received and the basis for the recognition.
- Documentation of the number of invitations to participate in conferences and continuing education courses. The type of conference and sponsoring institution should be recorded. Teaching ratings and comments from the participants should be included. If available, ratings of other lecturers (with identity undisclosed) should be included with this information for comparison.
- Roles in educational organizations (e.g., offices, committees, or boards of directors). The duties performed and the innovations accomplished should be outlined. Leadership contributions to the organization of educational activities in the health sciences schools may also be considered and evaluated here, beyond ordinary participation as university service.
- Documentation of a role in running a scientific or clinical meeting locally, nationally, or internationally. This should include factual and evaluative documentation as above. It is recommended that candidates review their objective evaluations from the sources indicated when consulting with the department chair or equivalent.

B) Clinical Activity and Professional Competence

Pharmacy practice in the health care system is in constant evolution. Faculty in this series should have clinical activity that is innovative and creative and expands the scope of pharmacy practice. The impact may be on the care of individual patients or on the care of patient populations depending on the type and scope of the practice environment.

1) Assistant Professor:

The candidate must demonstrate an understanding of the subject of his or her clinical activity, as well as an appropriate quality and volume of activity as judged using the methods described below. This evaluation may be based on activity at UC San Diego or its affiliated institutions. In addition to the provision of individual patient care, clinical activity may take the form of developing and/or administering specific clinical care programs or programs involving applications and quality improvement of new methodologies in the delivery and use of medications and clinical pharmacy services. These may include, but are not limited to, developing, implementing or administering a successful clinical program (e.g. medication-therapy management program, pharmacist-physician collaborative practice, therapeutic drug monitoring service, etc.). It is important that the candidate demonstrates promise and a desire to progress in the acquisition and application of clinical expertise.

2) Associate Professor:

The candidate must be clinically active in the local institution and, in applicable disciplines, at the community or regional levels. The latter are more likely to involve program development, supervision, or consultation, rather than individual patient care. Activities at the national level are desirable but not required. A demonstration of creativity is important in documenting superior clinical achievement.

3) Full Professor:

The candidate's clinical influence must be recognized beyond the parent institution, at the regional and national levels. Activities at the international level are desirable, but not required. A clear demonstration of creativity is important in evaluating clinical achievement.

Examples of Clinical Activity:

Clinical activity is distinct from research and creative work in that it impacts individual patients and/or patient populations in the care of the candidate. The following examples are not all-inclusive:

- Consulting pharmacist in medical center in- and/or outpatient specialty services such as infectious disease rounds, emergency medicine service, anti-coagulation clinics, etc. wherein complex cases of patients with multiple conditions are reviewed for situations such as, contraindicated medication combinations, most effective medications to use among a number of alternatives, etc.
- Contributions to Drug Utilization Review or Formulary Consultations to determine the most effective medication based on what is available in a hospital formulary.
- Medication reconciliation services wherein patient medications are reviewed to identify such things as contraindicated combinations of medications, assessment of more effective medications than those currently prescribed, etc.
- Development and implementation of medication prescribing systems in medical centers (e.g., computerized tracking of medicines using bar codes) to reduce medication errors.
- Development, implementation, and participation in new clinical practice sites.
- Development and implementation of new models of pharmacy care delivery.

Examples of Professional Competence:

The following examples are not all-inclusive:

Invited service on editorial boards, as a peer reviewer for scientific publications, or as a peer reviewer for scientific grant applications are indications of an established or developing professional competence.

Invitations to speak at local, state, national or international scientific meetings or to serve on or lead panel discussions are an indicator of professional competence.

Methods of Evaluation:

The following methods are not all-inclusive. Each method should be used only where appropriate. In each case, the goal is to document excellence, and the data should be evaluated accordingly.

- Testimony attesting to clinical competence from peers and faculty of higher rank (or equivalent rank for full Professors). It is important to obtain such testimony from practitioners of the same or related disciplines. For the evaluation of clinical activity, testimony may be from individuals from within and outside the institution. For appointments above the entry level (Steps I & II at the Assistant rank) such testimony should preferably be from reviewers independent of the candidate (e.g., outside the School of Pharmacy).

Documentation of excellence when a candidate develops or implements a clinical service should be gathered. This should include comments from other healthcare professionals attesting to the impact of the faculty member's practice on patient care and/or the practice environment. When appropriate, evaluators should be asked to comment on the candidate's communication skills, accessibility and availability, clinical skills, clinical judgment, creativity, leadership, personal qualities and/or the effect of the candidate's practice on patient care.

For faculty whose practice does not directly impact individual patients, information should be provided that demonstrates the faculty member's work to improving patient care overall.

- Evaluation forms completed by students, members of the department, practitioners outside UC San Diego, any clinician who consults with the candidate, nurses, patients, etc.
- Documentation of the patient population and pharmacotherapeutic interventions using quantitative and qualitative measures.
- In specialties that render consultations, documentation of the helpfulness or the frequency of error in the rendering of expert opinion would also provide a measure of clinical excellence. These evaluations would usually be obtained outside the candidate's specialty or discipline.

Demonstration of excellence in establishing or running a clinical pharmacy service, either inpatient or outpatient. This could include, e.g., mental health, cardiology, critical care, diabetes, general medicine, chronic kidney disease, liver disease, or pain and palliative care.

Clinical, economic, and humanistic outcomes data could be an indicator of excellence. Evidence of consultations or referrals from other healthcare professionals is outstanding endorsement of a candidate's clinical excellence. Another example of strong evidence of clinical expertise is that the candidate is frequently asked to provide input to committees or organizations that are making decisions influencing the use of medications in patient populations.

As the impact of the candidate's practice may influence patient care in a variety of ways, the total impact on patient care should be evaluated and not just the impact on individual patients.

C) Creative Work

Many faculty in the health sciences devote a large proportion of their time to the inseparable activities of teaching and clinical service and therefore have less time for formal creative work than most other scholars in the University. Some clinical faculty devote this limited time to academic research activities; others utilize their clinical experience as the basis of their creative work. Nevertheless, an appointee to the Professor of Clinical X series is expected to participate in scholarly pursuits in applied clinical sciences. This includes activities which may be independent or collaborative, and may focus on formal clinical or laboratory research, scholarly publications, or creative educational work.

Creative work is distinct from clinical activity in that it indirectly impacts 1) patient populations that are not in the care of the candidate, 2) the practice of other health professionals, 3) the education of students or trainees beyond those for whom the candidate is responsible for teaching, or is in other ways unrelated to the candidate's direct clinical, educational, administrative activities.

1) Assistant Professor:

A candidate's achievement and contribution to scholarship in the applied or clinical sciences should include at a minimum active participation in such pursuits.

2) Associate Professor:

A candidate's achievement and contribution to scholarship in the applied or clinical sciences should have resulted in a significant contribution to knowledge or clinical or educational practice. Although collaboration with other faculty in the health sciences is expected, independence or leadership in some of these creative activities must also be demonstrated.

3) Full Professor:

A candidate's achievement and contribution to scholarship in the applied or clinical sciences should manifest continued involvement and leadership in activities such as those described above.

Methods of Evaluation:

The candidate's creative work must have been disseminated, e.g., in a body of publications, in teaching materials used in other institutions, or in improvements or innovations in professional practice. For appointment or promotion to higher levels, there should be evidence that these have been adopted or had an influence elsewhere.

For the assessment of research and creative work, testimony should be obtained from independent reviewers from outside the institution.

The following methods are not all-inclusive. Each method should be used only where appropriate.

- 1) Evidence of achievement may include clinical case reports. Clinical observations are an important contribution to the advancement of practice and knowledge in the health sciences and should be judged by their accuracy, scholarship, and utility.
- 2) The development and evaluation of techniques and procedures by clinical investigators constitute significant and valuable pursuits in the clinical sciences. These activities are necessary for improvement in the practice of health care. Creative achievement may be demonstrated by the development of innovative programs in health care or in transmitting knowledge associated with new fields or other professional activity.
- 3) Textbooks and reference publications, or contributions by candidates to the literature for the advancement of professional education or practice, should be judged as creative

when they contain original scholarly work, manifest an innovative approach, or include new information such as research results.

- 4) The development of new or better ways of teaching the basic knowledge and skills required by students in the health sciences may be considered evidence of creative work. This may be demonstrated in written materials, novel approaches to teaching, or, for example, the development of computer methods that can be used for teaching, clinical care, or research.
- 5) Acquisition of extramural resources for clinical or educational programs, including research or practice, is usually an indication of successful creative effort.

The significance of the quantitative productivity level achieved by a candidate should be assessed realistically, with knowledge of the time and institutional resources available to the individual for creative work, and the nature of the individual's professional discipline.

D) University and Public Service

Service is an important component of the activity of faculty in the Professor of Clinical X series. In many cases, this service will have a direct bearing on the education and clinical care missions of the University, and will therefore be best listed and evaluated under the categories of teaching and professional or clinical activity, which take precedence as criteria for advancement. For example, invited service on pharmacy and therapeutics committees or similar activities would be useful in evaluating a candidate's clinical expertise. Examples of University and Public Service include, but are not limited to, the Space Committee, the Research Committee, the Admissions Committee, service in professional organizations, community outreach, etc.

With increasing rank, greater participation and leadership in service are expected, although formal criteria are not specified. The extent and significance of service at the school, campus, University, community, and national or profession-wide level should be evaluated.

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