

Life After Tenure

Victor Ferreira

Professor, Department of Psychology

Associate Vice Chancellor for Faculty Equity, Diversity, and Inclusion

ADVANCING FACULTY DIVERSITY RETENTION PROGRAM

Center for Faculty Diversity and Inclusion | October 11, 2024

You Got Tenure!
Congratulations!!!

Now what??

- Being an assistant professor might have felt like a 100-meter dash that lasted 6 years.
 - You maybe put your head down and did what you needed to to cross the finish line.
- Keep doing what you did – but some aspects of your professional life will shift.
- Now is a great time to zoom out and think about post-tenure career and priorities.
 - Who do you see yourself being in 5, 10, 20 years??
- What we'll talk about:
 - Promotion and advancement, and the academic road ahead.
 - Changes in your roles, responsibilities, and expectations.
 - Your professional development.

Post-Tenure Advancement and Promotion

Very Useful Resource!

ACADEMIC PERSONNEL SERVICES UC San Diego

Academic Resources

- Academic Affairs Newsletter
- Academic Administrator and Academic Coordinator Review Panel
- Academic Review & Appointment Life-Cycle
- Academic Mandated Reporters CANRA
- Anti-Bullying Resources for Academic Appointees
- COVID Career Support
- Department Standards
- Academic Appointee Conduct & Discipline
- Academic Appointee Development and Advancement
- Academic Appointee Retirement
- Information for New Academic Appointees
- Interfolio Resources
- NSF Unit 18 Faculty Resources
- Project Scientist and Specialist Review Committee
- Research Committee Academic Personnel
- Useful Links for Academic Appointees

The Office of Academic Personnel Services (APS) serves as the central academic personnel office for the entirety of UC San Diego.

Under the leadership of the Senior Associate Vice Chancellor for Academic Affairs and the Assistant Vice Chancellor for Academic Personnel, APS performs and provides a wide range of academic personnel related to the UC San Diego General Campus, Institution of Oceanography, and UC San Diego

<https://aps.ucsd.edu/faculty-resources/index.html>

ACADEMIC PERSONNEL SERVICES UC San Diego

Academic Personnel Services / Academic Resources / Useful Links for Academic Appointees

Useful Links for Academic Appointees

Academic Advancement & Compensation

- [Academic Transparency Dashboard](#)

Assistance Programs

- [Faculty and Staff Assistance Program](#)
- [Housing assistance programs for faculty](#)

Awards

- [Academic Senate Distinguished Teaching and Research awards](#)
- [Faculty funding and award opportunities](#)

The UC Rank-and-Step System

Normal Time in Step					
Assistant Professor	Associate Professor	Full Professor		Distinguished Professor Above Scale	Normal Period of Service at Step
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Regular Merits and Career Reviews

- You'll undergo (and have undergone) two kinds of academic review:
 - Regular merits
 - A move downward in the chart
 - You're reviewed for the most recent review period only
 - Career reviews (which come with a merit)
 - A move rightward (career review) and downward (merit) in the chart
 - You're reviewed both for your whole career (to move right) and for the most recent review period (to move down)

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Service Periods and Review Periods

- Each step comes with a customary period of service (see chart)

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- Each step comes with a customary period of service (see chart)
 - Assistant and associate rank: 2 years (mostly)
 - Full rank: 3 years (mostly)
 - Above Scale: 4 years
- For each service period, there's also a review period of the same length
- But service periods and review periods are staggered
 - For a given service period, the review period starts and ends one year earlier

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- For each service period, there's also a review period of the same length
- But service periods and review periods are staggered
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- For a regular merit review, all that's at stake is the most recent review period.

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Career Reviews

- You've already undergone one career review (tenure)
- You can undergo up to three more:
 - Promotion to Full Professor
 - Advancement to Professor, Step VI
 - Advancement to Professor, Above Scale (Distinguished Professor)

Career Reviews

- For each, your performance across your career is under review
 - Generally, looking for sustained and suitable levels of productivity and performance
 - For Step VI, “...will be granted on evidence of sustained and continuing excellence in [the standard] three categories”
 - For Above Scale, “is reserved only for the most highly distinguished faculty (1) whose work of sustained and continuing excellence has attained national and international recognition and broad acclaim reflective of its significant impact; (2) whose University teaching performance is excellent; and (3) whose service is highly meritorious.”

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Accelerations and Bonuses

- When contacted, you'll be told the normative action you're eligible for.

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Accelerations and Bonuses

- When contacted, you'll be told the normative action you're eligible for.
- But, in our system, there are always options.
- Accelerations:
 - When you “skip” steps.
 - Can happen for different reasons.
 - Usually: Unusually productive review period.
 - More rarely: Career equity reviews or other recalibrations.
- Bonuses:
 - Stay at same step, temporarily get a bit more salary.

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Accelerations and Bonuses

- When contacted, you should be informed of your department's procedure(s) for considering accelerations or bonuses.

UNIVERSITY OF CALIFORNIA SAN DIEGO

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SANTA BARBARA • SANTA CRUZ

PSYCHOLOGY

9500 Gilman Dr. #0109
 La Jolla, CA 92093-0109
 Email: jserences@ucsd.edu
 URL: psy.ucsd.edu

July 6th, 2023

IN CONFIDENCE TO: Vic Ferreira
FROM: John Serences, Chair
SUBJECT: Academic Review Process

You are currently scheduled for merit advancement to be effective July 1, 2024.

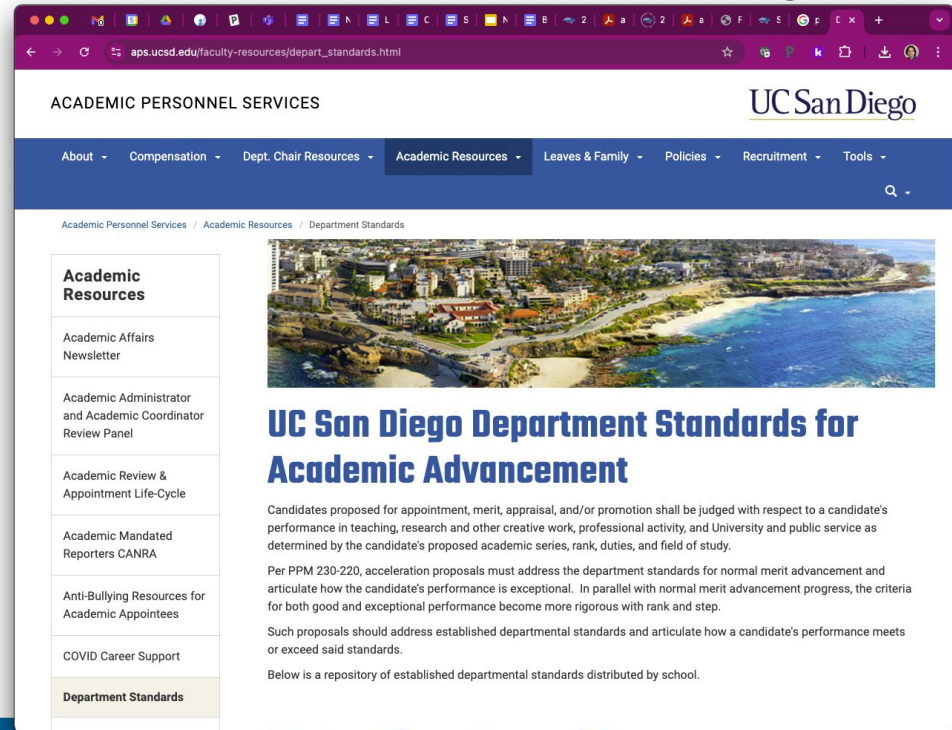
Your Current Rank/Step:	Professor step VIII OS
Proposed Rank/Step:	Professor step IX OS
Review period dates:	07/01/20 – 06/30/23

The market portion of your off-scale will be maintained at this review per the off-scale policy.

Please notify Miren Edelstein or me ASAP if the proposed step is incorrect or if you want to discuss options such as a deferral for one year or a no-change file. The Division's deadline for submitting deferral requests is September 29th, 2023. You may also wish to let us know if you feel performance during this review period warrants a bonus or accelerated advancement. Please note, however, that the departmental Academic Personnel committee reviews all academic files, and will independently forward a recommended action for all academic personnel files.

Accelerations and Bonuses

- Your department will have policies, practices, conventions, and criteria concerning accelerations and bonuses.
 - Hopefully they're codified.



The screenshot shows a web browser displaying the UC San Diego Academic Personnel Services website. The page title is "ACADEMIC PERSONNEL SERVICES" and the URL is "aps.ucsd.edu/faculty-resources/depart_standards.html". The navigation menu includes "About", "Compensation", "Dept. Chair Resources", "Academic Resources", "Leaves & Family", "Policies", "Recruitment", and "Tools". The main content area features a sidebar with "Academic Resources" and a main section titled "UC San Diego Department Standards for Academic Advancement".

Academic Resources

- Academic Affairs Newsletter
- Academic Administrator and Academic Coordinator Review Panel
- Academic Review & Appointment Life-Cycle
- Academic Mandated Reporters CANRA
- Anti-Bullying Resources for Academic Appointees
- COVID Career Support
- Department Standards**

UC San Diego Department Standards for Academic Advancement

Candidates proposed for appointment, merit, appraisal, and/or promotion shall be judged with respect to a candidate's performance in teaching, research and other creative work, professional activity, and University and public service as determined by the candidate's proposed academic series, rank, duties, and field of study.

Per PPM 230-220, acceleration proposals must address the department standards for normal merit advancement and articulate how the candidate's performance is exceptional. In parallel with normal merit advancement progress, the criteria for both good and exceptional performance become more rigorous with rank and step.

Such proposals should address established departmental standards and articulate how a candidate's performance meets or exceed said standards.

Below is a repository of established departmental standards distributed by school.

Accelerations

- There are campus- and systemwide guidelines on accelerations:
 - PPM 230-220-28 - Procedures for Accelerated Advancement:
 - “An appointee whose performance is at an exceptional level over a period may be considered for accelerated advancement. Exceptional performance is defined as work that significantly exceeds the normal departmental expectations in one or more of the areas of review: research and other creative activities, teaching, professional competence and activities, and university and public service. The candidate for acceleration must also meet the departmental criteria for advancement in every area of review. Acceleration proposals should not be made if there is any evident weakness in the case.”

Accelerations

- PPM 230-220-28 - Procedures for Accelerated Advancement:
 - “a. Series requiring research and/or creative activity: For series in which research and/or creative activity is among the performance criteria, above-average research and/or creative activity is a prerequisite to accelerated advancement.
 - b. Evidence that a candidate’s productivity is double that which is expected for normal advancement in the review period is typically sufficient to demonstrate a candidate’s performance is exceptional for purposes of a one-step acceleration. In cases in which research productivity is greater than that required for normal advancement, but falls short of twice the expected rate, extraordinary achievements in additional performance criteria are necessary to justify accelerated advancement.”

Bonuses (“BOS”)

- Generally awarded for exceptional performance in an area of responsibility that doesn’t warrant acceleration.
 - Stronger-than-expected research, but either not double, or not justified by exceptional performance in another area.
 - Expectation-level research, but a truly outstanding contribution in another area of responsibility.
 - Outcome: Additional salary – half the difference between the new step and the next higher step.
 - Note: NOT a half-step! These “taper” upon subsequent academic review.

Career Equity Reviews (CERs)

- PPM 230-220-89
- Available to any associate- or full-rank senate faculty member.
- Can be requested by you once per career stage during any academic review.
- Conducted in parallel with regular academic review.
- Should state where you should land, and why. For example:
 - Appointed too low; lots of almost-accelerations; contributions bigger in retrospect.

Salary Components

- Your salary isn't a single number – it consists of *components*:

Generally:

Total salary = on-scale salary
+ market off-scale salary (MOS)
+ bonus off-scale salary (BOS)
+ summer salary
(+ stipend)

Salary Components

- Your salary isn't a single number – it consists of components:
 - *On-scale salary*: Determined by UC Salary Scales (google “UCOP salary scales”).

TABLE 1
FACULTY--LADDER RANKS--PROFESSOR SERIES
ACADEMIC YEAR
SALARY SCALE

<u>Rank</u>	<u>Step</u>	<u>Years at Step</u>	<u>10/1/2023 Annual</u>	<u>10/1/2023 Monthly</u>	<u>10/1/2024 Annual</u>	<u>10/1/2024 Monthly</u>
Assistant Professor	1	2	\$74,600	\$6,216.67	\$78,200	\$6,516.67
	2	2	\$78,700	\$6,558.33	\$82,200	\$6,850.00
	3	2	\$83,100	\$6,925.00	\$86,600	\$7,216.67
	4	2	\$87,700	\$7,308.33	\$91,400	\$7,616.67
	5	2	\$92,400	\$7,700.00	\$96,400	\$8,033.33
	6	2	\$97,200	\$8,100.00	\$101,400	\$8,450.00
Associate Professor	1	2	\$92,500	\$7,708.33	\$96,500	\$8,041.67
	2	2	\$97,300	\$8,108.33	\$101,500	\$8,458.33
	3	2	\$102,400	\$8,533.33	\$106,800	\$8,900.00
	4	3	\$108,200	\$9,016.67	\$112,800	\$9,400.00
	5	3	\$116,600	\$9,716.67	\$121,600	\$10,133.33
Professor	1	3	\$108,300	\$9,025.00	\$112,900	\$9,408.33
	2	3	\$116,700	\$9,725.00	\$121,700	\$10,141.67
	3	3	\$125,800	\$10,483.33	\$131,100	\$10,925.00
	4	3	\$135,300	\$11,275.00	\$141,000	\$11,750.00
	5	N/A	\$145,400	\$12,116.67	\$151,600	\$12,633.33
	6	N/A	\$156,200	\$13,016.67	\$163,000	\$13,583.33
	7	N/A	\$168,200	\$14,016.67	\$175,400	\$14,616.67
	8	N/A	\$181,800	\$15,150.00	\$189,500	\$15,791.67
	9	N/A	\$197,100	\$16,425.00	\$205,400	\$17,116.67

Salary Components

- Your salary isn't a single number – it consists of components:
 - *On-scale salary*: Determined by UC Salary Scales (google “UCOP salary scales”).
 - As you rise through the ranks, you'll get a higher on-scale salary.
 - COLAs nudge this scale upward (when they happen).

Salary Components

- Your salary isn't a single number – it consists of components:
 - *On-scale salary*: Determined by UC Salary Scales (google “UCOP salary scales”).
 - *Off-scale salary*: Additional salary on top of your on-scale salary.
 - Generally two kinds:
 - Market off-scale (“MOS”): Additional salary justified by market conditions.
 - For most, initial MOS determined at appointment.
 - Can increase for different reasons.
 - Stays (or increases) across your career at UCSD (generally).
 - Bonus off-scale (“BOS”): That bonus we just talked about.
 - Tapers upon next academic review.

Career Milestone Salary Incentive

- Successful career review will bump your MOS twice:
 - \$7K for the first bump.
 - \$6K more for the second bump.
- So, you should already have received the \$7K.
 - When promoted to full, you'll get \$6K more.
- Note: These are to your MOS – you also get a (slightly smaller) bump for moving up the scale (your on-scale salary component).

TABLE 1
FACULTY--LADDER RANKS--PROFESSOR SERIES
ACADEMIC YEAR
SALARY SCALE

<u>Rank</u>	<u>Step</u>	<u>Years at Step</u>	<u>10/1/2023 Annual</u>	<u>10/1/2023 Monthly</u>	<u>10/1/2024 Annual</u>	<u>10/1/2024 Monthly</u>
Assistant Professor	1	2	\$74,600	\$6,216.67	\$78,200	\$6,516.67
	2	2	\$78,700	\$6,558.33	\$82,200	\$6,850.00
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Retentions

- UC San Diego hires great faculty – and they’re always at risk of being poached.
- If you’re approached by another institution:
 - It’s generally good to let your chair know sooner rather than later.
 - This gives as much time as possible to react.
 - If comfortable, let us (FDI) and your FEA know as well.
 - What form will a chair’s reaction take?
 - Chair can work with dean to forward a policy-guided *retention* effort.
 - Two forms: *Preemptive* and *formal*.
 - These come with limits, eligibility restrictions, and embargo periods.
 - Note that a retention effort is not obligatory.

Spot Compression Salary Adjustment

- You have NO control over any aspect of this program.
- Periodically, based on budgets, campus runs a program to address salary compression and inversion.
- Statistical tools identify faculty whose MOSs are low relative to their departments and length of service.
- Some number of these are nominated for an increase to their MOS.
- Specific process varies from cycle to cycle, but involves campus-level AP, your dean, and your chair.

Summer Salary

- General Campus and SIO faculty are paid for 9 months of service (split over 12 months)
- And so it's possible to add an additional 3 months (33% more!) salary by *committing effort* in the summer.
- Most common ways:
 - Teach summer classes (*off-load teaching*)
 - Commit effort to a grant
 - Commit effort to an administrative office that requires summer work

Generally:

Total salary = on-scale salary
+ market off-scale salary (MOS)
+ bonus off-scale salary (BOS)
+ summer salary
+ stipend

What if you're really dissatisfied?

- Salary concerns?
 - Salary really can only change based on factors just mentioned.
 - Know that it does get better as you progress through the ranks and steps.
- Interpersonal concerns? Talk to people.
 - Us. Your colleagues. Your chair. And then maybe your dean. And then maybe the EVC. And then maaaaaybeee the Chancellor.
- Issues with research, teaching, or service?
 - There's flexibility with each of these, more so with research, but also with teaching and service.

Roles and Responsibilities of Mid-Career Faculty

Evaluating Your Colleagues

- Depending on your department bylaws, you may not yet have voted on your colleagues.
- But you will now!
- Systemwide senate (Bylaw 55) designates a bunch of voting rights.
 - All tenured faculty get to vote on new appointments.
 - All full professors get to vote on promotion to full and advancement within associate.
 - All tenured faculty get to vote on tenure and advancement within assistant.
 - Voting rights can be extended by a 2/3s vote of tenured faculty.
- So as associate professors, you at least get to vote on all new appointments and all advancements of assistant professors. If your department has extended voting rights, you may be able to vote on more.

Evaluating Your Colleagues

- When voting, consider:
 - Relevant policies.
 - As described in the previous part of this talk.
 - Recent practices.
 - *Where CAP Stood*. Describes recent CAP decisions and deliberations.
 - Department baselines.
 - CAP comes to know departments that over- or under-propose.
 - A common stance: Support most positive outcome you can that won't (in the long term) undermine credibility with CAP.

Good Department Governance

- Academic departments are largely self-governing communities.
 - Chairs represent administration, but in practice have little unilateral authority.
 - Teaching, space, salary-independent budgeting.
 - Almost all department practices should be governed either by:
 - Delegation of authority to an individual staff or committee (typically for small or customary items).
 - Votes (typically for big or unusual items).
- YOU are now a key part of this ecosystem – wear this responsibility wisely!

Good Department Governance

- Healthy departments (like healthy life partnerships) are built on trust and communication.
- In a healthy department:
 - Members believe their colleagues advocate for the long-term benefit of the department.
 - Members believe their chairs work for the long-term benefit of the department.
 - Contentious issues are discussed in open dialogues as much as possible.
 - Members don't coordinate behind the scenes to influence votes.
- Even in healthy departments, there are power asymmetries. It's important to acknowledge and manage these while also partaking in a collaborative community.

Good Department Governance

- If you're in a healthy department:
 - Treasure it! Working your days among trusted colleagues is an enormous privilege.
 - Maintain it! Recognize that a give-and-take is needed for the long-term benefit of all.
- If you're in a less healthy department:
 - Recognize that the path to a healthy department is long, but it exists.
 - Try to move toward an environment like that described on the previous slide.
 - You have outlets.
 - Your dean. The EVC. Colleagues in other departments. C-FDI.

Collegiality and Mentorship

- Members of a department are in some ways like members of a family.
 - You don't (really) get to pick them, and you're stuck with them for a loooooong time.
- And so interacting with your departmental colleagues in ways analogous to how you interact with your family makes some sense.
 - Cheerlead and promote them when you can.
 - Collaborate with them when you can.
 - Give them grace when you can.
 - Understand they are only so "fixable."
 - Especially for faculty who are earlier-career than you, consider a mentorship role – advance their careers while leaving as much of the credit as possible with them.

Your service responsibilities

- As an assistant professor, you should've mostly been left alone w.r.t. service commitments.
- That's not going to be true anymore.
- Generally, campus expects increased service contributions as faculty rise through the ranks:

Associate Professor	Increasing department-level service, and maybe a bit of campus/senate service
Full Professor Steps I-V	Add increasing campus/senate service
Full Professor Steps VI - Above Scale	Service at all levels, including systemwide and to the public

- If these standards aren't met, it'll be seen as a weakness in service.
- Consider upcoming slides on envisioning your roles and development.

Professional Development and Leadership Opportunities

Envision Your Leadership

- Often, faculty end up specializing in an aspect of university life they value.
 - Undergrad education. VC for UE; UG senate committees; provost; office of dean of UE.
 - Graduate education. Grad admissions; VC for GE; grad senate committees; GEPA.
 - Research and leadership in profession. Directorships; society leadership; journal and book editing; service at grant agencies and foundations.
 - Faculty leadership. AP committee; dept chair; dean's office; upper administration.
 - Senate service and leadership. All senate committees including systemwide.
- You'll likely be involved in multiple of these, but by accident or by design, you may end up doing a lot in one of these areas.

Develop in your profession

- Consult with mentors and senior colleagues about how to develop and change within your profession.
 - NIH K awards. Fulbright and other fellowships. Summer schools.
- Sabbatical.
 - Earning and using sabbatical credits.

Sabbatical credits

- You earn 1 credit for every quarter you're in service (not on any form of leave).
- You can exchange credits for different levels of release:
 - 9 credits: one quarter total leave at full salary
 - 6 credits: one quarter total leave at 2/3s salary (often to go somewhere that might provide some salary)
 - 6 credits: one quarter of sabbatical-in-residence – you stay on campus, but are released from some responsibilities (varies by department)
- Note that sabbaticals are negotiated with your chair – you cannot choose when or how long unilaterally.
 - So it's good to plan as far in advance as possible.

Develop in your profession

- Consult with mentors and senior colleagues about how to develop and change within your profession.
 - NIH K awards. Fulbright and other fellowships. Summer schools.
- Sabbatical.
 - Earning and using sabbatical credits.
 - Planning and taking sabbaticals. If possible, go elsewhere!
- [Faculty Leadership Academy](#).
- NCFDD [Faculty Success Program](#) and [Post-Tenure Pathfinders Program](#).
- Consider how you might interact with the public (policy, service, public intellectual).

You're here, and hopefully for a loooong time.

Spend some time thinking about who you are, and who you want to be. Don't let random forces (or other people) determine your contributions.

And, of course, you have plenty of help, including from us.

Thank you!!

- Helpful links:
 - AP Process Manual: https://aps.ucsd.edu/tools/ap_process_manual.html
 - Faculty Leadership Academy <https://aps.ucsd.edu/faculty-resources/facdev/fla2.html>
 - GCCP info: https://aps.ucsd.edu/_files/compensation/GCCP_FAQ.pdf
 - NCFDD FSP: <https://www.ncfdd.org/fsp-bootcamp>
 - NCFDD Pathways Program: <https://www.ncfdd.org/pathfinders>

Center for Faculty Diversity and Inclusion | <http://facultydiversity.ucsd.edu>