

March 21, 2011

DEANS

Dear Colleagues:

Re: Leaves without Salary, Retention Actions, and Academic Personnel Reviews

I write to communicate important changes in retention and leave practices that are effective immediately. These changes stem from observations from campus academic personnel data and from the review of personnel files.

In reviewing leave without pay data, it became apparent that faculty who are granted retention-based salary increases frequently requested a leave without salary to explore the other institution. What is significant about this is that these requests were made *after* the faculty member received – in many cases – a substantial salary increase based solely on the offer from the competing institution. This begs the question as to whether our retention efforts have been successful. In other words, did we in fact retain the individual if he or she is requesting a year-long leave to check out the other institution? Approving these year-long (and in some cases multi-year) leaves also calls into question the very argument upon which retention cases were made – namely the negative impact on the department and academic program that would result were the faculty member to depart.

Therefore, it is my determination that it is in the best interests of the campus to approve retention-based salary increases only if the faculty member agrees to the following two conditions: 1) Declines the offer from the competing institution; and 2) Maintains active service status at UCSC during the entire upcoming academic year. This contingency language will be included in all retention letters effective immediately. There will also be a firm deadline included in these letters by which faculty must affirmatively respond to these two conditions or the retention offer expires.

For those cases where the retention action is combined with a CALL-based academic personnel review, the decision letter will reflect two distinct salaries (one based on the standard academic personnel review and the other based on the retention action), and the contingency language will be linked to the retention-based salary only.

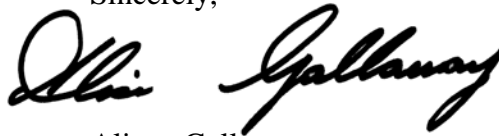
The second issue concerns the use of faculty leaves without pay in order to “check out” a competing institution and the impact upon future advancement reviews. Academic policy (systemwide and campus) requires a faculty member to be in service at the campus for at least two of the three quarters (at 50 percent time or more) for the year to count at rank/step. As you know, exceptions may be granted when the leave is substantially related to the faculty member’s academic position at UCSC. For example, a professor may be employed for a year in industry or at a non-profit that enhances their research career, or may hold a visiting professorship at another institution. However, in order to fully evaluate a faculty member for advancement, there is an expectation that they will have been in service at the campus for at least a portion of the review period.

Therefore, please address the following issues in your recommendation when submitting requests for leaves without salary to me:

- purpose of leave;
- whether the leave is a continuation/extension of a prior leave;
- if the leave is to accept a position at another institution, what is that status of that position (e.g., visiting, tenure track, permanent);
- how will the faculty member's responsibilities be covered during the leave, including teaching, advising, and service;
- the benefits of the leave to the campus and the faculty member;
- for non-tenured faculty, an evaluation of their trajectory towards tenure (this is important since such leaves may be detrimental for junior faculty); and
- a recommendation as to whether the leave should count at rank/step.

It is my expectation that you will also review these factors as you consider whether or not to approve leaves for which you have authority.

Sincerely,

A handwritten signature in black ink, appearing to read "Alison Galloway". The signature is fluid and cursive, with the first name "Alison" written in a smaller, more compact script than the last name "Galloway".

Alison Galloway
Campus Provost and
Executive Vice Chancellor

cc: Faculty Assistant Chung
Assistant Vice Chancellor Peterson
Committee on Academic Personnel
Department and Program Chairs
Divisional Academic Personnel Coordinators
Department and Program Managers