

# Report of the Joint Senate-Administration Task Force on Criteria for Appointment and Advancement in the Adjunct Professor Series

Friday, August 6, 2010

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## Background

Senior Vice-Chancellor Paul Drake and Academic Senate Chair William Hodgkiss established the Task Force on April 20, 2010, with the goal to identify practices that will enable the campus to equitably apply standards for appointees in the Adjunct Professor series across campus, especially for those holding non-salaried Adjunct Professor appointments. The charge letter is attached at Appendix 3. Congruent with this campus-wide view, the Task Force is composed of individuals reflecting experience from the various elements comprising UCSD, notably from the Health Sciences, which represents the dominant venue for appointment of Adjunct Professors.

Further, the Task Force was asked to examine the following specific issues and to provide recommendations to clarify ambiguous or inconsistent language in current policies applying to the Adjunct Professor series.

- Should the requirements for appointment and advancement be identical for salaried and non-salaried appointments?
- Should the requirements vary dependent on the appointment percentage?
- Should the research standards parallel those of other Professorial or Research series?
- Should the Adjunct Professor series be used for appointments with a primarily teaching or service mission?
- Would a separate series, such as “Distinguished Practitioners,” be more appropriate for some individuals who are currently proposed as Adjunct Professors?

The Task Force members have been informed by the recommendations of the 2006 Joint Task Force on Personnel Practices for Non-Senate Academic Appointees, which *inter alia* considered the Adjunct Professor series, and has been given the draft policy materials for the Distinguished Practitioner series engendered by the earlier examination.

The Task Force is familiar with areas of some historical difficulty in aligning appointment and advancement expectations with outcomes and recommendations for Adjunct Professors, largely attributed to differing interpretations of the UCSD Policy and Procedures Manual in regard to Adjunct Professor appointments, which issue is tied to the consideration of policy language.

The Task Force met three times in compiling its report and was strongly unified in its stance.

### **Policy evaluation**

“Adjunct Professor” describes a faculty appointment at the University distinct in character from the (Ladder-rank) Professor series. The nature of these differences lies along a number of axes.

- The mixture of duties between research, teaching and service might be quite asymmetrical for the Adjunct Professor. Such is the case for some Adjunct Professors, whose dominant role is in pursuing funded research with only a modest but important participation in student and trainee teaching. Others are imbalanced the other way with a primary emphasis on teaching contributions with little academic research. Still others preserve a mix of duties close to that of Professors, with the distinction being the fund sources.
- The primary employer of the Adjunct Professor might be another academic or research institution. This is the case for Professor-like Adjunct Professor appointments from research institutes like Salk, Sanford-Burnham, and Scripps.
- The contributions of Adjunct Professors to the University’s mission might be in areas of expertise which are not suited or germane for the long-term conduct of an academic program even though their skills and experience are important in the University’s teaching and research programs. Such is the case especially in areas involving professional practice and case studies.
- The Adjunct Professor appointee might also be sufficiently distinguished such that their association and involvement at UCSD in and of itself helps the University further achieve its missions and provides substantial benefits for faculty, students, and trainees.
- Adjunct Professor appointments are designed to be primarily supported by non-state funds.

The unifying feature of Adjunct Professor appointments is their capacity to contribute to the University’s teaching, research, and outreach missions and their charge to make these contributions in each of the three areas of teaching, research, and service.

The Task Force is of the view that this permissible variability from Ladder-rank Professor is well captured in the University of California Academic Personnel Manual (APM) 280-4-a.

Titles in this series may be assigned (1) to individuals who are predominantly engaged in research or other creative work and who participate in teaching, or (2) to individuals who contribute primarily to teaching and have a limited responsibility for research or other creative work; these individuals may be professional practitioners of appropriate distinction.

The emphasis on distinction and admission of practitioners is noted and endorsed.

This should be contrasted with the somewhat more prescriptive nuance of the UCSD PPM 230-20-VII-4-a.

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

The PPM seeks to quantify the minimal teaching requirement and omits the explicit admission of distinguished practitioners into the Adjunct Professor series. While the language of both definitions is very similar, the flexibility of the APM definition appears to have been lost. The APM has a subsequent similar specification of the teaching load, but the event triggered by falling below this limit is examination of whether the Adjunct appointment is, indeed, the correct one; not that it makes them inadmissible. At UCSD, the specification of a numerical lower bound on teaching has led to the focus of research-heavy Adjunct Professor appointments with the explication of the one-course equivalence, when the emphasis ought to be on the research quality and the sufficient involvement in significant teaching and University service.

Statements from this PPM section concerning acceptable performance measures further exacerbate this issue of defining Adjunct Professors in terms of Professors.

For each criterion, the quality of the accomplishments must be equivalent to that specified for the Professor series. The Adjunct Professor series may not be used for individuals whose quality of work has fallen below that expected for the Professor series.

This statement countermands its predecessor;

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.

inadvertently constraining Adjunct Professor appointments to parallel too closely – *equivalent* is used – Professor appointment and thereby diminishing the scope. Particularly, this has led to difficulties in making Adjunct Professor appointments in areas involving professional practice; the distinction is measured solely according to Ladder-rank Professor metrics rather than using metrics appropriate to the appointment, such as distinction in industrial experience, government, management, etc. The Task Force believes that distinction in the field of endeavor of the Adjunct Professor candidate and the identification of the contributions to the University's mission ought to be brought

more to the fore in the PPM. This is particularly the case, as with distinguished practitioners, where the Adjunct Professor is teaching or conducting research in areas distinct from the expertise of the Ladder-rank Faculty.

While the differences between the APM and PPM language are slight except for the omission of practitioners (The issue of practitioners is taken up shortly.), the Task Force is of the opinion that the PPM ought to revert to that of the APM. In redrafting the PPM, flexibility ought to be stressed along with fundamental contributions to the UCSD mission. Thus, research-intensive Adjunct Professors might be considered without the need to identify a specific course provided their involvement in teaching and graduate training is appropriate in magnitude and quality. Candidate redraftings of the PPM 230-20 on Appointments and PPM 230-28 Advancement and Reappointment are attached as appendices with annotation. These draw from the APM and policy documents from other UC campuses.

### **Practitioners**

The Task Force members found the question of appointment of distinguished practitioners to the teaching faculty of UCSD to be one of the most pressing needs, particularly in the professional schools, such as Rady, International Relations & Pacific Studies, Pharmacy, and Medicine, but also more widely as with Engineering, Social Sciences and some Arts departments for example. Teaching in the University is multifaceted and is able to draw profitably from many areas that are non-traditional, such as hospital administration, business practice, government, engineering practice, teaching practice, etc. Distinguished intellectuals from practice have the capacity to augment and transform the quality of our graduate education. Yet, the approach of appointing such distinguished individuals as Lecturers can be inappropriate in its recognition of their stature in their field of endeavor or in the measure of the distinction they bring to UCSD.

The proposed policy on Distinguished Practitioners was supported by the Task Force, but was regarded as being deficient in not using the title Professor, which would capture the primary teaching contributions of these individuals and indicate their distinction in their field as being comparable to that of the faculty. It is important for UCSD to see itself in the context of the academic world, where titles such as Professor of Practice have become the currency for distinguished practitioner teaching appointments at schools such as Harvard, Duke, Georgia Tech, etc. In order for UCSD to attract sufficiently elevated participants, the Professor component of the title is important. Therefore, the Task Force would first prefer to see the Adjunct Professor title made more flexible, as is done at Yale, Harvard and Princeton, for example, and then, only if necessary, to adopt the Professor of Practice title. It would be preferable not to proliferate academic series.

### **Recommendations**

1. Redraft the PPM 230 to reflect the language and intent of the APM and to increase the flexibility of Adjunct Professor appointments allowing for a mixture of duties. Emphasis should be placed on distinction of the candidate and on their

- capacity to contribute to the UCSD missions. The nature of these duties needs to be precisely articulated at appointment time and should serve as the basis for review.
2. Distinguished practitioners should be accommodated within the Adjunct Professor series where possible under the expanded flexibility.
  3. If it is not possible to include distinguished practitioners within the amended Adjunct Professor title, then the current additional series of Distinguished Practitioner is supported with the title Professor of Practice strongly preferred.

### **Response to specific questions**

1. *Should the requirements for appointment be identical for salaried and non-salaried appointments?*

The Task Force believes that the requirements ought to be the same for appointment and promotion with the focus being on the areas of contribution to the University's academic missions. However, some economies of administration might be made for non-salaried appointments associated with academic faculty from our partner institutions, such as Salk, Scripps, Sanford-Burnham etc. Since these follow the home institution pro forma, delegation for promotion of non-salaried individuals might be comfortably delegated to Deans. Likewise, non-salaried, short-term appointments (but not reappointments) for the purposes of participation in research collaboration or student committees might also be delegated.
2. *Should the requirements vary dependent on the appointment percentage?*

For partial appointments, of which there are many in the Health Sciences, the criteria for appointment and promotion ought to be the same in terms of caliber and quantity of work. However, the productivity rate expected for promotion should take into account the percentage of appointment. That is, the cumulative work ought to be evaluated rather than the rate at which it has been produced. This suggestion could have positive impact on the family-friendliness of the Adjunct Professor series.
3. *Should the research standards parallel those of other Professorial or Research series?*

The Adjunct Professor series is distinct from the Professor series and this ought to be recognized in the evaluation of research or creative performance. The characteristics identified in making the Adjunct Professor appointment ought to be reflected in the evaluation of the research or creative outputs. Certainly, the quality of research or other scholarly accomplishments must be high, in line with the distinction of the candidates; in this way the *standards* are parallel. However, the productivity rate and type needs to be matched to the appointment requirements. Those Adjunct Professors in primarily research roles should be evaluated primarily on the quality of their research, with teaching quality also evaluated. Those with primarily teaching duties or practitioner skills would need to demonstrate distinction appropriate to their

duties, but not identical to ladder-ranks. The nature and quantity of teaching should be consistent with the terms of the appointment.

4. *Should the Adjunct Professor series be used for appointments with a primarily teaching or service mission?*

Yes, but all three parts of the duties, research/scholarship, teaching, and service, are needed. The Task Force had some problem identifying the likely duties of a primarily service oriented Adjunct Professor appointment but, provided sufficient distinction were present along with research/scholarship and teaching of sufficient depth, could see this as permissible. For primarily teaching appointments, the Task Force saw the requirement for distinction in research, creative activities, or in practice as an important differentiator between Adjunct Professors and Lecturers, with the Adjunct Professors bringing this external distinction to their teaching duties. For primarily research focused Adjunct Professors, the Task Force considered the linkage to teaching primarily of graduate students and trainees to be central in separating these individuals from the Professional Research series. But it saw the strong need for flexible interpretation of the “one course or equivalent” specification.

5. *Would a separate series, such as “Distinguished Practitioners,” be more appropriate for some individuals who are currently proposed as Adjunct Professors?*

As remarked above, the Task Force would prefer to see the Adjunct Professor series made more flexible to admit distinguished practitioners as Adjunct Professors. This would eliminate the need for an additional series while permitting the University to draw on the extraordinary talents of these people.

If the Adjunct Professor title is made more flexible but the interpretation of the requirements still causes a need for the Distinguished Practitioner series, then the Task Force supports this. However, it also strongly encourages the adoption of “Professor” into the title, because of the primary impact of these people in teaching and research training and in order for the University to attract the truly high-end individuals to this title.

Robert Bitmead, MAE, co-chair,  
Ronald Burton, SIO/MRBD,  
Peter Gourevitch, IR/PS,  
Igor Grant, Psychiatry, co-chair,  
Andrew Ries, SOM.

#### 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.

This series may be used to employ qualified individuals of appropriate distinction drawn from professional practice. Such usage serves to a) attract to University service appointees with wide experience and breadth of interest and b) facilitate integration of the academic and professional components of the instructional program. 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 UCSD 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.

kreedy 29/7/10 9:28 AM

**Comment:** From APM 280, but changed "significantly" to "meaningfully" per UC Davis

kreedy 29/7/10 8:47 AM

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kreedy 29/7/10 9:28 AM

**Comment:** From UCLA Call, Section I

kreedy 29/7/10 9:09 AM

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kreedy 21/6/10 9:52 AM

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Although the criteria correspond to those for the Professor (Ladder-Rank) series, appointments in the Adjunct 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

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Flexibility is expected to be exercised in judging the character of research and creative work. For professional practitioners, professional competence and activity may be used as review criteria in lieu 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 instructional responsibilities cease to be a 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 Senior 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.

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**Comment:** From UC Davis

kreedy 29/7/10 9:17 AM

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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 the School of Medicine, 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 K, Other Leaves with Pay](#).

DRAFT

C. **Adjunct Professor Series**

The performance criteria for the Adjunct Professor series are the same as for the Professor series ([teaching, research and creative work, professional competence and activity, and university and public service](#)). However, evaluation of the appointee with respect to these criteria will appropriately take into account the nature of the University assignment of duties and responsibilities, and the emphasis to be placed on each of the criteria will be adjusted accordingly. For example, an appointee may have a heavy workload in research and a relatively light workload in teaching.

The departmental recommendation letter must describe [and document](#) clearly how the appointee [has fulfilled the each of the performance criteria](#).

[The productivity rate expected for advancement and promotion is proportionate to the percentage of appointment, and the relative distribution of responsibilities among the four review criteria as defined for the individual at the time of appointment.](#)

[In accordance with PPM 230-20, for Adjunct Professors whose appointments are primarily based on their professional distinction, evaluation of research and creative work may be constituted by an evaluation of the continuing value of their professional distinction to the University's teaching mission.](#)

In the Health Sciences, faculty at the Associate rank or above who have clinical responsibilities should be certified by one of the medical specialty boards or demonstrate equivalent achievement and recognition.

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April 20, 2010

ROBERT BITMEAD, Professor, Mechanical & Aerospace Engineering, Co-Chair  
RONALD BURTON, Professor, SIO/Marine Biology Research Division  
PETER GOUREVITCH, Professor, IR/PS  
IGOR GRANT, Professor, Psychiatry, Co-Chair  
ANDREW RIES, Associate Dean, School of Medicine

SUBJECT: Task Force on Criteria for Appointment and Advancement in the Adjunct Professor Series

Thank you for agreeing to serve on the joint Senate-Administration Task Force to evaluate the criteria for appointment and advancement in the Adjunct Professor series. The committee's goal is to identify practices that will enable the campus to equitably apply standards for appointees in the Adjunct Professor series across campus, especially for those holding non-salaried Adjunct Professor appointments.

We ask that the task force examine the specific issues identified below and provide recommendations to clarify ambiguous or inconsistent language in current policies applying to the Adjunct Professor series.

- Should the requirements for appointment and advancement be identical for salaried and non-salaried appointments?
- Should the requirements vary dependent on the appointment percentage?
- Should the research standards parallel those of other Professorial and Research series?
- Should the Adjunct Professor series be used for appointments with a primarily teaching or service mission?
- Would a separate series, such as "Distinguished Practitioners," be more appropriate for some individuals who are currently proposed as Adjunct Professors?

Professor Robert Bitmead and Professor Igor Grant have graciously agreed to serve as co-chairs of the task force. Kelly Lindlar, Director of Academic Policy Development, will serve as staff consultant.

We ask that the task force submit its report by August 1, 2010. The first meeting will be convened in early May 2010. We will attend the first part of this meeting to discuss the charge and to answer any questions you might have about the process.

Handwritten signature of William S. Hodgkiss in black ink.

William S. Hodgkiss  
Chair, Academic Senate

Handwritten signature of Paul W. Drake in black ink.

Paul W. Drake  
Senior Vice Chancellor

c: Chancellor Fox  
Director Hamann  
Assistant Vice Chancellor Larsen  
Director Lindlar