1. Overview

1.1 Definitions: For purposes of this document, the following definitions apply:

Ladder Faculty: Assistant/Associate or Full Professors with a primary or secondary (joint or split) appointment in the Regular Professor Series in Integrative Biology and Physiology.

Tenured Faculty: Associate or Full Professors with a primary or secondary (joint or split) appointment as Ladder faculty in Integrative Biology and Physiology.

Non-tenured Faculty: Assistant Professors with a primary or secondary (joint or split) appointment as Ladder faculty in Integrative Biology and Physiology.

In-Residence Faculty: Faculty in the In-Residence series with a secondary (joint or split) appointment in Integrative Biology and Physiology. Unless re-addressed by the ladder faculty, voting rights on all Personnel matters as described in sections 2, 3, and 4 are extended to In-Residence Faculty. (By a 2/3 majority secret ballot approved, Faculty meeting 04/07/2016: 13 yes, 2 no, 2 abstain, 2 absent, 1 did not vote, 1 recusal).

1.2 Actions for Review and Consideration by the Personnel Committee or by the Ladder Faculty

The Personnel Committee will be convened to review and discuss:

- regular merit increases and one-or two-year accelerations (Vice-Chancellor's final decisions) for all associate and full professors
- regular merit increases, one-or two-year accelerations and promotions for all non-ladder faculty including those in the 3-year lecturer, adjunct, and in residence series with a primary or secondary appointment in Integrative Biology and Physiology (IBP)
- requests for phased retirements
- regular merit increases and promotions in the research series
- all cases not specified as requiring review by the ladder faculty
- 5-year reviews (see UCLA CALL, Appendix 12 and APM section 200-0)

See 2.8 for the vote to delegate these merits to the Personnel Committee

Senate faculty will be convened to review and discuss (and vote on – See sections 3 & 4):
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- accelerated merits requiring approval by CAP as per The Call.
- all promotions (associate I, professor I), merit advancements to professor VI, and professor above-scale with primary or secondary appointments in IBP in all faculty series
- fourth-year appraisals of assistant professors in the regular ladder and adjunct series
- all renewals and merits for assistant professors in the regular ladder series
- all appointments to the ladder or adjunct series and to the 3-year lecturer series
- changes in the Academic Personnel Policy of the department (required every three years)
- reappointments in the 3-year lecturer series.

Reappointments in the lecturer series begin after six or more years of service at UCLA and must be for a three-year period. Prior approval must be obtained from the Dean of Life Sciences for this three-year renewal of the appointment.

2. Personnel Committee

2.1 The Personnel Committee shall consist of four tenured faculty members. The Departmental Vice-Chair will serve as ex-officio member. Elected members will serve for one year.

2.2 Personnel Committee members will be elected by ballot of the Tenured Faculty prior to June 15 of the preceding academic year. In addition to the departmental Vice-Chair, three additional committee members will be elected by the Ladder Faculty; at least two should be at the rank of Professor or higher and, if possible, at least one should be at the rank of Associate Professor. The faculty members with the most votes from each rank will be asked to serve on the Personnel Committee. If there is a tie, there will be a runoff.

2.3 The Personnel Committee will be convened by the Departmental Vice-Chair. All Committee discussions will be confidential, and all reviews will consider the candidate’s accomplishments in three major areas: teaching, research, and service.

2.4 The entire Committee must discuss each case. After the discussion, a ballot at the end of the session will be cast by each member. If two or more members of the Committee vote in favor, then all Committee members will review and sign the Departmental letter. All ladder faculty may review the letter (within 2 business days of notification of completion) before it is transmitted to the Dean. The ladder faculty will be notified by email that the letter is ready for review.

2.5 The faculty (as defined in Sections 3 and 5.1) will be convened if the candidate requests as per The Call.

2.6 If a member of the Committee is to be considered for a merit or a one-year acceleration, he or she will not meet with the Committee when the case is discussed and voted upon. In such cases the Department Chair will serve as an ad hoc Committee member.

2.7 The Committee will review the dossier of candidates requesting accelerated merit increases of two years or more. The Committee will advise the candidate if the acceleration is warranted or not. If the candidate is advised to pursue the acceleration, the tenured faculty
will be convened. If the candidate is advised not to seek acceleration, the tenured faculty will not be convened unless the candidate requests a hearing of the tenured faculty.

2.8 The personnel committee shall vote on all regular merit increases and one-year accelerations (Dean’s final decisions) for associate and full professors. By a 2/3 majority secret ballot, senate faculty delegated the vote on regular merit increases and one- or two-year accelerations for all ladder faculty. (Faculty meeting 04/07/2016; 16 yes, 1 no, 0 abstain, 2 absent, 1 did not vote, 1 recusal)

3. Senate Faculty

3.1 All Senate ranks (Full, Associate, Assistant) shall have the right to vote on all personnel actions involving:

- appointments, accelerations (≥2 yr), promotions, and above-scale merits for faculty in the ladder, in residence and adjunct series
- fourth-year appraisals, merits and renewals for ladder assistant professors
- fourth-year appraisals for adjunct assistant professors
- appointments in the 3-year lecturer series
- changes to the academic personnel policy of the department. The Department requires that the “Academic Personnel Policy” of the department shall be reviewed and approved by 2/3 majority vote of the tenured faculty every three years.

By a 2/3 majority secret ballot, Full Professors extended the vote on Promotions and Full Professor merits to Associate Professors. (Faculty meeting 04/07/2016; 13 yes, 1 no, 0 abstain, 1 absent, 1 did not vote, 1 recusal). By a 2/3 majority secret ballot, Full and Associate Senate Faculty extended the vote on Appointments that confer membership in the Academic Senate to Assistant Professors. (Faculty meeting 04/07/2016; 13 yes, 1 no, 0 abstain, 1 absent, 1 did not vote, 1 recusal). By a 2/3 majority secret ballot, Full and Associate Professors extended the vote on Promotions to Assistant Professors (Faculty meeting 04/07/2016; 12 yes, 1 no, 1 abstain, 1 absent, 1 did not vote, 1 recusal). By a 2/3 majority secret ballot, Full and Associate Professors extended the vote on merits to Assistant Professors (Faculty meeting 04/07/2016; 12 yes, 1 no, 1 abstain, 1 absent, 1 did not vote, 1 recusal).

3.2 Changes to the academic personnel policy of the Department. The Department requires that the "Academic Personnel Policy" of the department shall be reviewed and approved by two-thirds majority secret ballot vote of the tenured faculty every three years.

4. Voting Regulations

4.1 Emeritus faculty do not vote on departmental personnel matters. Recalled Emeriti have the right to vote on all non-personnel substantial departmental questions, including bylaws and bylaw amendments.

4.1.a Bylaw votes must pass by a 2/3 majority. All other votes, including personnel matters, pass by a simple majority

4.2 All votes will be by secret ballot. In the case where a faculty member is not able to vote using the paper secret ballot, then he or she can request to vote using an electronic ballot.
4.3 A vote shall be taken only after a faculty meeting at which there has been an opportunity for full and informed discussion by those entitled to vote (all ladder faculty are invited and encouraged to attend and participate in discussion). Statements made or positions taken by individual faculty members in departmental personnel discussions are deemed confidential. An individual faculty member should be free to reveal her or his own statement or position. Faculty members should avoid revealing to anyone, either inadvertently or by design, all matters expected to be confidential, including the identity of extramural evaluators and the positions taken by the individual faculty members.

4.4 No meeting can be held with less than simple majority of the voting faculty (those not on leave) are present. Faculty on leave will be notified of the meeting by the Department Chair and shall receive a paper or an email ballot if requested.

4.5 Paper secret ballots will be distributed on the day of the faculty meeting and will be counted within 2-business days after the ballots are distributed. Exceptions to the 48-hour limit may be granted when special circumstances are warranted (i.e., when a faculty member has not had an opportunity to vote because of an unanticipated absence). For faculty meetings that occur on Thursday, faculty votes will be due at 5pm the following Monday.

4.6 The numerical results of the vote will be reported to all voting faculty in a confidential memo after the candidate has met with the Department Chair.

4.7 The departmental letter will be written by the Department Chair in consultation with the candidate’s ad hoc committee and the Personnel Committee. The departmental letter will contain a balanced analysis and evaluation of the case and reflect the substance and views presented during the departmental discussion. The Personnel Committee will mediate disagreements about content.

4.8 All ladder faculty may review (within 2-business days of notification of completion) the departmental letter; all tenured faculty can comment on the departmental letter, and all members of the Personnel Committee will sign the letter as per The Call.

4.9 For promotions Professor, step VI and above-scale merits, and fourth-year appraisals, the candidate must be responsible for providing at least two peer teaching evaluations. The candidate will designate a peer teaching reviewer, who will visit and evaluate several lectures in different (undergraduate) classes during the year prior to evaluation of the candidate. The reviewer will meet with candidate prior to any classroom visits to go over the syllabus, class goals, etc. The reviewer may visit classroom without prior notice to the course instructor who is being evaluated. The reviewer will meet with candidate within one week of attending lecture in order to review the written evaluation with the candidate (which will be added to the candidate's personnel file).

- Meet with candidate prior to any classroom visits to go over the syllabus, class goals, etc.
- Visit classroom without prior notice
• Meet with candidate within one week of attended lecture to review faculty member's written evaluation (which will be added to the candidate's personnel file)

5. Ad hoc Review Committee

5.1 An ad hoc review committee shall be appointed to assist every candidate for promotion, fourth-year appraisal, and merit/renewal for Assistant Professors, as well as Professor, step VI and above-scale merits for Professors. Appointments will be made by the Department Chair after consulting with the candidate, and at least one-half of the committee shall be composed of faculty members recommended by the candidate. Members must be tenured faculty, and the ad hoc committee will have at least two members.

5.2 The ad hoc review committee shall advise the candidate on the following:

• Materials for and organization of the dossier
• Forming a list of external reviewers to be submitted to the Chair
• Departmental peer review of teaching effectiveness
• Personal assessment letter

5.3 The ad hoc review committee shall present an evaluation of the candidate's accomplishments for ladder faculty members in teaching, research, and service and an evaluation of teaching and other assigned duties for a renewal in the lecturer or adjunct series at a meeting of the ladder faculty. A balanced assessment of the candidate should be presented to the faculty.

5.4 The ad hoc review committee shall assist the Department Chair in composing the departmental faculty letter.

6. Candidate's Duties

6.1 Prepare and compile all materials needed for the Data Summary sheets; provide materials for exhibits.

6.1a For promotions, Professor, step VI and above-scale merits, and fourth-year appraisals, also provide for any and all courses taught during the previous period: 1) lecture notes, 2) syllabi, 3) exams, 4) student papers, and 5) slides/overheads.

6.2 Address a letter to the voting faculty summarizing contributions and advances in teaching, research, and professional and University service. It is strongly recommended that a brief statement on how the candidate promotes diversity within the UCLA community and beyond should be included. This letter shall be considered confidential material.

6.3 For promotions and Professor, step VI and above-scale merits, recommend 6-8 extramural experts to the Chair. Provide a brief biographic sketch, address, and phone number for each expert. Names and addresses of past students and post-doctoral fellows (if appropriate) should also be provided.
6.4 For promotions, Professor, step VI and above-scale merits, and fourth-year appraisals, present a faculty seminar in which recent research is summarized prior to the faculty meeting at which the personnel action will be considered. This seminar will be open to the general public.

6.5 For promotions, Professor, step VI and above-scale merits, and fourth-year appraisals (see Appendix I attached):

- Meet with one or more ladder faculty members (see 5.9) to evaluate candidate's teaching for the purpose of reviewing the syllabus, class goals, etc.
- Meet visiting faculty member within one week of an attended lecture to review the faculty member's written evaluation.
- Provide additional comments (if necessary) to be added to the candidate's personnel file, along with the visiting faculty member's written evaluation.

7. Department Chair's Duties

7.1 For all promotions, accelerated merits, fourth-year appraisals, or for renewals and merits for assistant professors (regular and adjunct series):

- Within the first year of hire, assign a faculty mentor to all new Assistant Professors
- Notify the candidate of the impending review and inform the candidate about the entire review process.
- Appoint an ad hoc review committee to assist each candidate and discuss with ad hoc review committee and candidate how the formal peer-evaluation of teaching effectiveness will be addressed in the review.
- Based on recommendations from the ad hoc review committee, other faculty, and the candidate, request at least eight letters from extramural experts for each promotion and Professor, step VI or above-scale merit candidate. Four (or more) of the solicited letters will be from the names of extramural experts submitted by the candidate. Prior to selecting the final list of extramural experts, a confidential list of proposed names will be available for ladder faculty review and comment.
- Convene a meeting of the tenured faculty at which the candidate's qualifications are discussed. Inform tenured faculty members on leave of the pending review and distribute ballots to all faculty eligible to vote.
- Write the departmental letter in consultation with the candidate's ad hoc committee and the Personnel Committee. The departmental letter will contain a balanced analysis and evaluation of the case and reflect the substance and views presented during the departmental discussion. All ladder faculty may review the departmental letter, all
tenured faculty can comment on the departmental letter, and all members of the Personnel Committee will sign the letter.

- Provide orally to the candidate or, upon request, in writing (copy to be included in the candidate's file, if in writing) a comprehensive summary of the substance of confidential documents (without disclosure of identities and prior to the faculty discussion) and the substance of departmental evaluations and letter. At the request of the candidate, the *ad hoc* review committee may be present and/or receive the written summary.

- Advise the candidate of his or her right to submit for inclusion in the review file a written statement in response to file material, or to comment upon, file material, including the departmental recommendation.

- The Department Chair may not provide the candidate with an exact copy of the departmental letter. Upon request, the candidate may request a copy of the letter as per The Call. The report to the candidate on the departmental vote will be in terms of precise count.

7.2 Full and Associate Professors (all series): Merits and one-year accelerations

- Notify the candidate of the impending review (if a regular merit) and inform the candidate about the entire review process.

- Convene the Personnel Committee to review the dossier. Write the departmental letter with the assistance of the members of the Personnel Committee. All members of the Committee must review and sign the letter.

- Provide orally to the candidate or, upon request, in writing (copy to be included in the candidate's file, if in writing) a summary of the committee's discussions and the substance of evaluations and letter. The Chair may not provide the candidate with an exact copy of the letter setting forth the departmental recommendations. The report to the candidate on the committee's vote will be in terms of a precise count.

- Advise the candidate of his or her right to submit for inclusion in the review file a written statement in response to the departmental recommendation.

- Transmit the complete dossier to the Dean.

7.3 Consult the ladder faculty prior to June 15 to elect the two new members of the Personnel Committee and have the tenured faculty review and vote on the Academic Personnel Policy for the following year.

*Approved by the IBP Tenured Faculty, 04/07/2016*
APPENDIX I

Personnel Committee Policy:
Peer Review of Teaching

In all major personnel actions, we are now required to assess carefully teaching as well as research. In order that we may be able to make our assessment thoroughly and fairly, candidates for major promotions are requested to include in their dossiers the following material for any and all courses taught during the previous period:

1. Lecture notes
2. Syllabi
3. Exams
4. Student papers
5. Slides/overheads (Optional)

Peer evaluation of lectures: For each merit and promotion, we would like to schedule classroom visits by designated faculty to several lectures in different (undergraduate) classes during the year prior to evaluation. The Personnel Committee will nominate a faculty member for this task. This faculty member will meet with the candidate prior to any classroom visits to go over the syllabus, class goals, etc. The particular lectures to be attended should not be scheduled in advance. In order that these visits be constructive as well as evaluative, the candidate and visiting faculty member should meet within one week of an attended lecture to review the faculty member's written evaluation. The written evaluation, along with any additional comments by the candidate, will then be added to the candidate's personnel file.

The schedule for peer evaluation is as follows:

- Assistant Professors will have 2 courses per year evaluated and their faculty mentor should be one of the evaluators, in addition to a second evaluator.

- Associate Professors and Professors will have 2 courses per merit or promotion evaluated by one evaluator.
APPENDIX II

Assistant Professor Mentoring

**Summary Statement:** Mentorship should be proactive, progressive and meaningful with the mentor actively engaged in the professional life of the junior colleague. The Vice-Chair will facilitate and encourage active mentoring by consulting with mentors and mentored faculty on the progress and development of their mentor-mentee relationship.

**Mentoring Concepts:**
- Develop the voice/presence of junior faculty within the Department
- Educate junior faculty regarding important issues within Department
- Improve education for faculty decisions/voting during faculty meetings
- Facilitate integration of junior faculty into the political fabric of the Department
- Empower mentor-mentee partnership.
- Give feedback on the level and quality of performance expected for a positive tenure decision.

**Mentor Duties:**

1. Meet twice a year (or more) with the junior colleague.
2. Discuss the expectations of the faculty for promotion with tenure.
3. Provide information on faculty composition of Departmental committees (especially the academic personnel committee).
5. Assist with membership in on-campus organizations.
6. Identify relevant intramural and training grants.
7. Demystify ARC, radiation safety and other application processes.
8. Provide tips for streamlining administrative and teaching duties (i.e. letters of recommendation, budgeting, course readers, etc).
9. Establish a recognized timeline with dates and decision points for the tenure process.
10. Assist with reviewing grants and manuscripts (or identify appropriate colleagues to do so).
11. Assist with the development of the junior faculty members’ research program.