

College of Humanities, Arts,
and
Social Sciences

Academic Personnel

DEPARTMENT CHAIR ORIENTATION

SEPTEMBER 16 & 17, 2026

SUSAN BROWN,
DIRECTOR OF ACADEMIC PERSONNEL

Department Chair Responsibilities Academic Personnel

Senate and Non-Senate Academics



Merits and Promotions



Faculty Recruitment and
Hiring



Retention



Conflict Mediation



Employee and Labor Relations



Leaves

Chair Tips



DEVELOP AND FOLLOW WRITTEN POLICIES AND PROCEDURES- APM, CALL, UNION CONTRACTS, CAMPUS POLICY AND PROCEDURES



KEEP WRITTEN RECORDS TO DOCUMENT DECISIONS



BE THOUGHTFUL IN DECISION MAKING AND TAKE TIME TO CONSIDER ALL OPTIONS



MAINTAIN FAIRNESS- BE CLEAR AND CONSISTENT AROUND DECISIONS



COMMUNICATE EFFECTIVELY- EXPLAIN, PERSUADE AND ADDRESS ISSUES AS CHANGES OCCUR



BE FAIR AND HONEST WHEN YOU EVALUATE- HAVE FREQUENT CONVERSATIONS WITH YOUR COLLEAGUES AND DISCUSS AREAS OF CONCERN

Department Chair Resources

Department Chair Resources

[Five-Year Academic Calendar](#)

[UCR Academic Calendar](#)

[Department Chairs Academic Duties Handbook](#)

[Department Chair Checklist: A Guide to the Role and Responsibilities](#)

Personnel Files

Merits, Promotions, Appraisals, etc.

A vast array of items will cross your desk daily, demanding your attention and pulling you in multiple directions.

However, amidst this operational noise, managing Academic Personnel Files stands as one of the most critical responsibilities you will hold.

Why it matters: Your meticulous oversight of these files directly dictates the trajectory, quality, and success of your faculty.

Chair Responsibilities in Personnel Files

The Chair plays a critical role in the annual personnel process whether it is for a promotion, merit or other file action.

Chair Responsibilities Include:

- Reviews eligibility list for mandatory actions and non-mandatory actions
- Notifies candidate of impending review and policies and process (APM 210, 220, 160, The Call)
- Serves as impartial advisor to faculty
- Encourages faculty with strong records to come up for acceleration
- Sets department meeting dates and establishes timelines
- Remains in frequent contact with AP Analyst to discuss files and timelines
- Runs department meeting ensuring fairness and equity to all
- Writes department recommendation letter summarizing the discussion that occurred at the meeting
- Ensures files are submitted to the Dean's office by the deadline

Academic Senate Bylaw 55 Voting Rights

We encourage you to make the personnel process as transparent as possible in your departments by considering either extension of voting rights or allowing faculty at lower ranks to sit in on meetings and to see merit and promotion files of all faculty for development purposes.

At the first department meeting of the year: Review prior year voting rights. The department will vote to establish/affirm voting rights.

Best Practice:

- Review prior year voting rights
- Faculty may ask for reconsideration of prior year voting rights
- Absentee/Proxy voting rights- absentee ballots should be submitted prior to the start of a personnel meeting. Explain department process on the Bylaw 55 form.
- Advisory votes, if applicable, spell out department practice
- Two-third majority vote required from **eligible faculty** to pass a voting extension of rights (round-up count, e.g. 11 eligible-8 positive votes required to pass)
- Follow Department Bylaws and established practices for personnel actions and department business.

Department Expectations

Department expectations for teaching, research and service.

Review expectations with the faculty-

Research Productivity-disciplinary standards for success, not just quantity, but quality and impact;

book vs. journal articles,

Reviews of creative activity at the national, regional and local level

extramural grant support

University Service commensurate to rank; department, college, campus

Teaching Workload- department policy, upper to lower division, undergrad to grad

Teaching Quality- student evaluations and other possible mediums for evaluation

Department Research and Creative Activity Statements

Department Chairs, in consultation with faculty, are required to include a statement in review files about research and creative work norms in the department.

Statements must address:

- Research and Creative Activity Norms

- Research disruptions (e.g. federal impacts)

- Community Engaged Scholarship

- Professor of Teaching, if applicable within the department

Department Research and Creative Activity Statements contd.

Helpful department research and creative activity statements cover a broad range of themes related to academic scholarship and professional development.

Diverse Scholarship & Outputs: Valuing alternative academic products—such as digital archives, software, translations, and monographs—and addressing discipline-specific publication challenges.

Creative Activity: Defining how specific component activities fit into larger creative projects, particularly regarding review accommodations (Criteria II.5).

Public & Community-Engaged Scholarship: Recognizing non-traditional, community-partnered work that advances the UC mission, while establishing clear criteria for evaluating its quality and impact.

Evaluation & Career Progression: Establishing clear metrics for authorship, collaboration, venue quality, and alternative pathways to tenure and promotion.

Mentorship & Academic Roles: Clarifying expectations for initial merit reviews, grant acquisition, editorial positions, and graduate student mentoring.

Department Meeting

Personnel Actions:

Remind faculty of the importance of maintaining confidentiality of the process.

Be consistent to ensure a fair review for all candidates throughout the process.

Physical presence of faculty members is required in discussions intended to lead to a vote on academic personnel actions. An effort should be made to get as many to participate as possible.

Absentee ballots should be submitted prior to the start of the meeting. If comments are allowed they must be discussed at the meeting. No additional comments are allowed after the meeting concludes.

Discussion should be about contents of the file around teaching, research and service

All ranks/steps requested by the candidate must be considered and voted upon by the voting members of the department.

Department Letter

- The letter must analyze the materials in the file and describe the significance and impact of the teaching, research, and service contributions that occurred within the period of review.
- Clearly state the department recommendation for rank/step. Record all votes unless the vote for highest rank/step is unanimous.
- Contextualize the letter so that all reviewing bodies, including non-experts, can understand the work.
- Provide a balanced summary of both the views of the majority and minority vote.
- Include an explanation for negative votes in narrative, or state “no reason given.”
- Explain the quality of publication venues. References to “top tier” should include information to support the claim.
- Creative Activities: explain the importance/impact of the work, who has reviewed the work, the importance of the venue (festivals, museums, galleries), what is the candidate's contribution to group efforts.
- Explain diversity, equity and inclusion work. This can be explained in each area of teaching, research/creative work and service.

BACKGROUND

RESEARCH / CREATIVE ACTIVITY

TEACHING

PROFESSIONAL ACTIVITIES AND UNIVERSITY/PUBLIC SERVICE

SUMMARY |

Name, Department Chair & Professor
Department of []

Department Letter Template

CANDIDATE'S RESPONSE TO THE DEPARTMENTAL LETTER

Candidate's
Name:

Date:

Select one:

- A. ☐ Addressed to the **Chair(s)**:
This is intended to be included in the file at the departmental level. I understand it will be added to the department's copy of the file and will proceed with the forwarded file through the review process. The Chair must make the document known and available to departmental faculty members eligible to vote on the case. Department faculty may not comment on a response to the department letter.
- B. ☐ Addressed to the **Dean(s)**:
This is intended to be included in the file at the Dean's level. I understand the Dean, CAP, and the Chancellor or Chancellor's designee will see this document, but that it will not be added to the department's copy of the file. The Dean will inform the Department Chair that a written statement has been received without revealing the contents. Understanding that an Ad Hoc committee, when used, usually includes one member from the department, I ask that this
(ii) ☐ be seen by the Ad Hoc committee (if applicable).
(iii) ☐ not be seen by the Ad Hoc committee (if applicable).
- C. ☐ Addressed to the **VPAP at gabriela.zepeda@ucr.edu and mayra.hong@ucr.edu**:
This is intended to be included in the file at the VPAP level which assures its review by CAP, and the Chancellor or Chancellor's designee. The VPAP will inform the Department Chair and Dean that a written statement has been received without revealing the contents.
If CAP, VPAP, PEVC or Chancellor convenes a Senate Ad Hoc committee the candidate's response to the departmental letter will be in the file.

Understanding that an Ad Hoc committee, when used, usually includes one member from the department, I ask that this:
(i) ☐ be seen by the Ad Hoc committee (if applicable).
(ii) ☐ not be seen by the Ad Hoc committee (if applicable).

See section III.E for Attachment H page limitations that apply.

Candidate's
Signature:

Candidate's Response to the Department Letter

Department Chair Academic Personnel Review Checklist

DEPARTMENT CHAIR ACADEMIC PERSONNEL REVIEW CHECKLIST

This checklist was prepared in compliance with [APM 220-80-c](#) of the Academic Personnel Manual (APM): “Each campus shall develop guidelines and checklists to instruct Chairpersons about their duties and responsibilities in connection with personnel reviews.” The goal is to answer yes to all the questions on the list; however, some elements may be department, college or school specific. For more in-depth instructions, consult the CALL or your Dean.

It is extremely important that the Chair instill in each faculty member a sense of responsibility for preparing accurate files and meeting all deadlines. The Chair, in turn, must exercise strong leadership in managing the file evaluation and submission to the Dean within the agreed upon time frames. In all responsibilities, the Chair must follow the guidelines in the CALL as available on the Academic Personnel website.

*Target Time frames – these dates are only intended as examples to help you adhere to deadlines as established in the CALL

1. Initial Meeting with Candidate

*Spring / Summer	☐ Schedule a meeting with the candidate to discuss upcoming review as well as to answer any questions, and inform candidate of the entire process. In promotion cases, Department Chair should meet with the candidate at least 1 year before proposing the promotion to assess readiness ☐ Inform candidate of APM 210-1, 220-80 ,160 and if applicable, APM 133 ☐ If applicable, remind candidate to suggest names for extramural reviewers ☐ If applicable, notify candidate that they may provide in writing (to be included in the file) names of persons who may not provide objective evaluations ☐ Review text of solicitation letter (if applicable) ☐ Discuss materials to be sent to extramural reviewers (if applicable) ☐ Encourage candidate to include a self-statement in the file that contextualizes, rather than merely enumerates, the items in the file. The self-statement should address research/creative activity, teaching and service. If the self-statement sent to the extramural reviewers differs from the self-statement reviewed by the department, both self-statements must be included in the file. ☐ Give any other supplemental instruction in accordance with Dean’s Office or Departmental procedures
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2. Before the Department Meeting

Month of 5p/Oct	☐ Extramural letters are solicited. ☐ Candidate prepares the file (ensure file cut-off dates specified in the CALL are adhered to) ☐ Collect other documents to be included in the file and assure cut-off dates are adhered to, e.g. extramural letters ☐ Chair must ensure that file is complete and has been audited for accuracy. Any corrections to the file must occur BEFORE faculty review
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- ☐ Advise candidate to complete file and notify the candidate of the department meeting date.
- ☐ Candidate completes top portion of procedural safeguard certifying accuracy of information.
- ☐ Ensure that any documents in a foreign language include a translation in the file
- ☐ Give candidate redacted extramural letters and the opportunity to include a written statement in response to or commenting on these or other material in the file. The statement must be received 5 days prior to the department meeting
- ☐ Upon receipt of candidate’s statement, notify faculty that the file is ready for review
- ☐ Assure departmental faculty have reviewed the file before the department meeting
- ☐ Assure that absentee ballots are received prior to departmental meeting
- ☐ Remind departmental faculty that those who write letters of evaluation will be disqualified from service on the candidate’s Ad Hoc committee

Department Chair Academic Personnel Review Checklist contd.

Early November	3. Department meeting ☐ Lead the department meeting, ensuring the departmental review is fair to the candidate and rigorous in maintaining University standards ☐ Ensure discussion does not include reference to anything not present in the file with the exception of comments accompanying absentee ballot ☐ Allow equal opportunity for discussion for all present departmental faculty ☐ Ensure minority opinions are explained ☐ Encourage discussion that is evaluative and analytical in nature, rather than enumerative
	4. After the Department meeting
Late November to Early December	Before the Department Letter has been finalized ☐ Draft department letter and make draft available for department review
	Department Letter Format (introductory information) ☐ Note department meeting date on summary Section of the department letter ☐ List exact votes specifying the number eligible to vote, the number in favor, opposed, abstained and unavailable ☐ Include all rank/steps voted on by the department, including off-scales and noting accelerations ☐ Identifiers of extramural letters and student letters are limited to numerical or alphabetical designations ☐ Merit files (other than advancement to Professor VI, advancement to and within Professor Above-Scale) are limited to a maximum of two pages
	Department Letter Content ☐ Reports of Ad Hoc committees, internal to the department, are regarded as working documents and may not be forwarded with the file ☐ Describe the significance and impact of the teaching research and service contributions ☐ Present any significant evidence and differences of opinion which would explain a minority vote and/or a negative vote ☐ References to "top-tier" must include information to support such claim ☐ See the CALL for in-depth guidelines on writing departmental letters

- ☐ Provide due date for receipt of any comments on the draft
 - ☐ To the extent possible, incorporate departmental faculty comments reflecting the discussion into the finalized department letter
- After the Department Letter has been finalized**
- ☐ When the Chair notifies the faculty of the **finalized** departmental letter the faculty have 24 hours to notify the Chair of their intent to write a minority report which is then due five (5) business days after the original Chair notification (i.e. the 24 hours is part of the five (5) business days). If the Chair is not informed of a forthcoming minority report there is no requirement for the five (5) day period.
 - ☐ The candidate will be able to review the unredacted finalized department letter and any redacted minority reports as soon as available.
 - ☐ Discuss the content of the department letter and any redacted minority report with the candidate.
 - ☐ Advise candidate of their right to submit a response to the department letter. Response may be addressed to the Chair(s), the Dean(s) or the Vice Provost for Academic Personnel (must use attachment H of the CALL).
 - ☐ Inform candidate that their response to the departmental letter must be received within 5 business days upon receipt of the departmental letter. Alternatively, the candidate may waive the waiting period.
 - ☐ Candidate completes Section II of procedural safeguard statement (Attachment B-1, the CALL)
 - ☐ Chair(s) may write (optional) letter for inclusion in the file. This is a confidential document and must be forwarded to the Dean's office, not retained in the department.
 - ☐ The file is routed to the Dean's office by the due dates set by the Deans

2026-27 SCHEDULE FOR ACADEMIC PERSONNEL REVIEWS

2026-27 SCHEDULE FOR ACADEMIC PERSONNEL REVIEWS-Senate Faculty

<i>Personnel Review Action</i>	<i>Date Due in CHASS Dean's Office</i>	<i>Date Due in APO</i>	<i>File Entry Cut-Off Dates</i>
Appraisal, Merit, Advancement within A/S, Quinquennial Review	One-third due in November: November 2	One-third due the third Monday in November: November 16	September 30, 2026
Promotion to Associate Professor Advancement to Above Scale (A/S)	The Monday following the end of instruction in December: December 7	The third Tuesday in January: January 19	
Promotion to Full Professor, Advancement to Professor VI, Career Review	The Monday following the end of instruction in December: December 7	The first Monday in February: February 1	
Reappointment of Assistant Professor	The third Tuesday in January: January 19	The first Monday in March: March 1	
Appraisal, Merit, Advancement within A/S, Quinquennial Review	Two-thirds due the third Tuesday in February: February 16 100% due the third Monday in March: March 15	Two-thirds due the first Tuesday in April: April 6 100% due the first Monday in May: May 3	

Retention

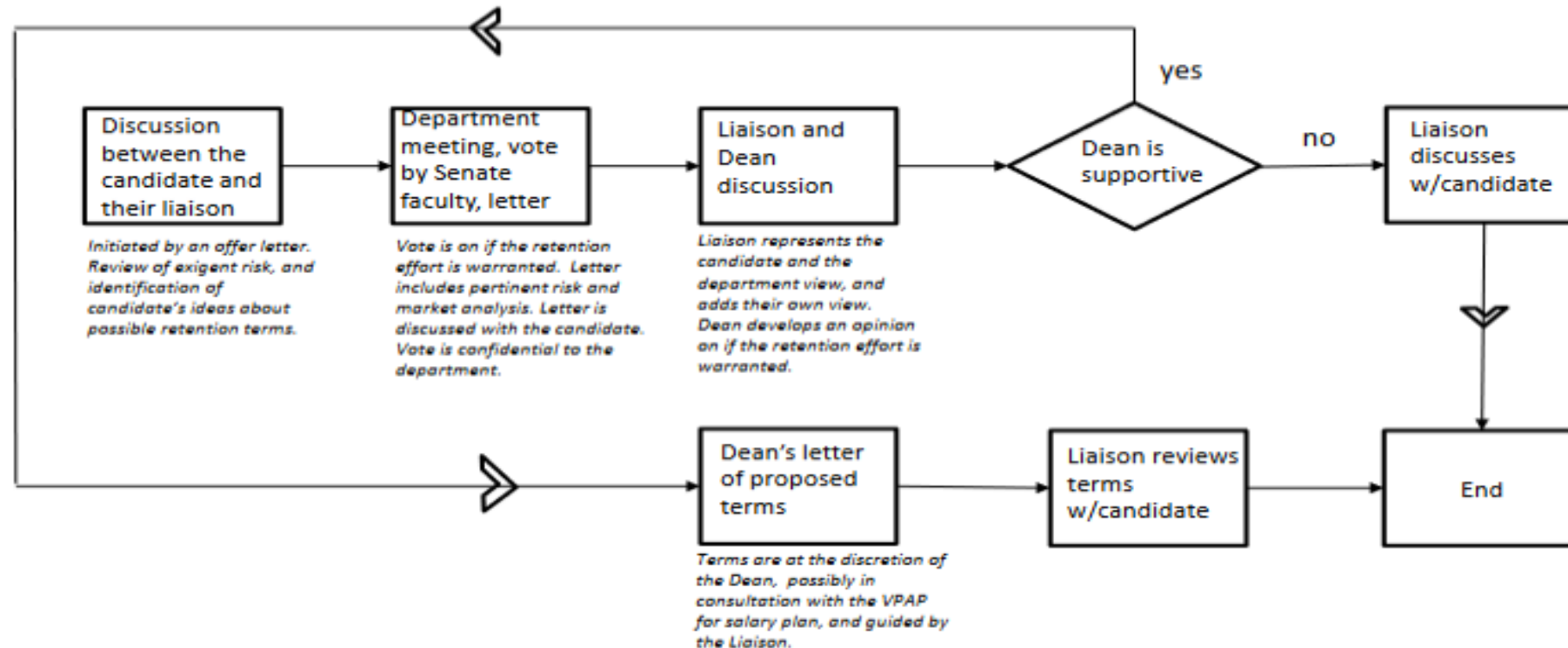
Retention Procedures:

The Chair is responsible for initiating the retention process when a faculty member has informed them of an outside offer.

- a) Chair informs the Dean of a retention action
- b) A vote is taken by the faculty.
- c) Once the outside offer letter is available, Chair contacts Dean to request a meeting.
- d) Movement in rank/step requires a personnel file for the appropriate action.
- e) Final offer of retention is approved by the Dean and a retention letter will be prepared by AP Director of CHASS.

Retention Workflow

Figure 2. UCR Non-Preemptive Retention Process



Preemptive Retention

Preemptive Retention Procedures:

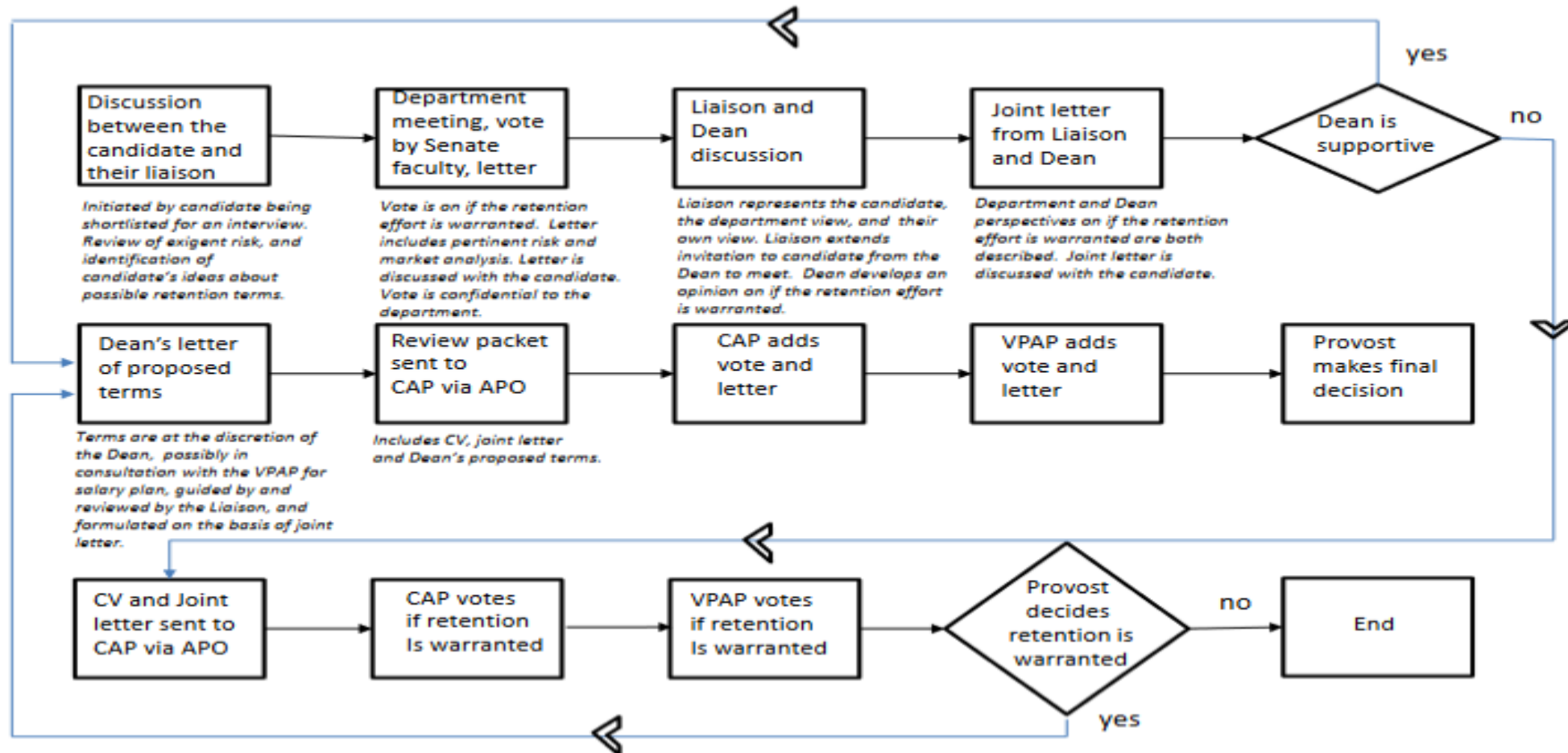
The Chair is responsible for initiating the retention process when a faculty member has informed them of a possible outside offer. There needs to be a viable threat, and a campus visit scheduled or already occurred for a preemptive action.

Preemptive retentions require a file. CAP reviews and provides recommendation to Provost. Provost is final authority and offer letter is issued by APO.

- a) Chair informs the Dean of a retention action
- b) A vote is taken by the faculty.
- c) Dean reviews and decides on preemptive action.
- d) Preemptive retention file with joint Department/Dean's letter and draft offer is prepared
- e) Preemptive retention file is routed to APO
- f) Provost is final authority and will send out formal offer once approved.

Preemptive Retention Workflow

Figure 1. UCR Preemptive Retention Process



LEAVES

Anyone on leave must receive official approval. Academics on leave without approval are at risk of non-coverage should an injury occur.

You are required to maintain confidentiality of protected leaves that includes family and medical leaves.

Department Chair

7 calendar days or less: The Chair has authority to approve short term leaves for research and attendance at professional meetings, no form required.

Dean

30 calendar days or less: The Dean has authority to approve short term leaves for research, attendance at professional meetings, bereavement, reproductive loss, victim leave and judicial leaves for victims of crime.

Vice Provost for Academic Personnel

Family and Medical Leaves-childbearing, parental, medical leave for self, family member or designated.

Fellowship Leaves

Personal Leaves beyond 30 days

Resources: <http://www.ucop.edu/academic-personnel-programs/academic-personnel-policy/benefits-and-privileges/index.html>

Academic Personnel Website: <http://academicpersonnel.ucr.edu/leaves/>

Outside Professional Activities

[APM 025: Conflict of Commitment and Outside Professional Activities of Faculty Members](#)

What are Outside Professional Activities:

1) they are activities related to the training and expertise which is the individual's qualification for University appointment, but performed for a third party, and/or 2) they require significant professional commitment.

Some outside professional activities require advance approval and are required to be reported annually. (39 days maximum per academic year)

Examples requiring advance approval

Outside teaching

Employment outside of UCR

Visiting Scholar appointments

Serving as PI or Co-PI on a grant outside of the university

Advance approval required to be requested 6 weeks prior via OATS

Department Chair is responsible for reviewing activity requests and annual certification reports submitted by faculty in OATS.

OATS: <https://ucr.ucoats.org/>

General Campus Approver Job Aids: <https://info.ucoats.org/pages/training-approver-025>

PART II

Unit 18 Lecturers

Appointments & Advancements

August 19, 2026

Annette Brock | Academic Personnel Analyst III

About Unit 18 Lecturers

The Non-Senate Instructional Faculty Unit

Representation :

Represented by University Council–American Federation of Teachers Union (UC-AFT)

Job Titles:

Lecturer • Continuing Lecturer • Senior Continuing Lecturer

Scope:

Instructional only — not required to do research or university service

FTE:

Part-time or full-time; may be appointments in multiple, departments, cannot exceed 100% total

Lecturer Status

A simple view of the Unit 18 career progression

PRE-SIX (Pre-Continuing):

Unit 18 faculty in their first six years of employment; they have not accumulated 18 quarters of service or achieved Continuing Status

CONTINUING (Post-Six)

Completed 18 quarters of service and achieved continuing status after a positive Excellence review.

SENIOR CONTINUING

Completed at least two Continuing Merit Reviews with Positive outcomes before being reviewed for promotion to Senior Continuing. They completed Senior Continuing Lecturer Promotion Review with a Positive outcome

Lecturer Appointment Types

ACADEMIC YEAR

When, prior to the commencement of the fall quarter it is the department's intention to employ a lecturer for all three quarters, the lecturer will be appointed on an Academic Year basis

Pre-Six Title Code 1630

Compensated 9/12

9 months of pay spread over 12 months (July–June)

QUARTERLY

When, prior to the commencement of the fall quarter it is the Department's intention to employ a lecturer for one or two quarters; the lecturer will be appointed on a quarterly basis.

Pre-Six Title Code 1632

Compensated 1/9

Paid for each month of service

Lecturer Recruitment

The AP Analyst assigned to the department assists with preparing and managing the recruitment.



Important: Internal Lecturers (Pre-Six and Continuing) must be considered prior to hiring an external candidate.

Appointment Workflow

Department 	• Recommends candidate • Prepares appointment file, (including UC Recruit application bundle, department recommendation, search report, if available, and New Pre-Six appointment form)	Docusign (Copy to FAO)
AP Analyst (Annette Brock, AP Analyst III) 	• Tru-Screen • Reviews appointment file • Prepares appointment letter	
Associate Dean 	• Reviews appointment file • Signs appointment letter	
Candidate 	• Signs appointment letter and Job Description/Letter of Expectation form	
Department Chair 	• Signs Job Description/Letter of Expectation form	
AP Analyst (Briana Ellico)	• Onboarding: Obtains position number, I-9/Oath, submits hire to Harvest	

The Pre-Six Journey

1st year
1 year appointment

Assessment

2nd and 3rd year
2 year reappointment
3% increase

Teaching Effectiveness Review

4th, 5th and 6th year
3 year reappointment

3% merit increase

Excellence Review

REVIEW TYPES

PRE-SIX

Assessment

- **Timing:** Department completes the assessment during the initial 1-year appointment

Reappointment from the initial appointment to a two-year appointment is based on an assessment made by the department chair or equivalent. *The assessment is not an academic review.*

- **Performance Standard:** “Competence”

Measured by evaluation of evidence demonstrating:

- Competence in the field
- Teaching ability
- Academic responsibility

- **Outcome:**  Positive → Eligible for 2-year reappointment + 1-point (3%) salary increase
 Negative → Ineligible for reappointment

Pre-Six Academic Review for Teaching Effectiveness

- **Timing:** Completed in the second year of a 2-year appointment, and in the third years of a 3-year appointment, until 18 quarters of service have been accumulated

- **Performance Standard:** “Teaching Effectiveness”

Measured by evaluation of evidence demonstrating such qualities as:

- Dedication to and engagement with teaching;
- Command of the subject matter and continued growth in mastering new topics;
- Organizing and presenting course content effectively and with demonstrated learning outcomes;
- Setting pedagogical objectives appropriate to the course topic, level, and format;
- Responding to student work in ways commensurate with student performance, course topic, level, and format;
- Awakening in students an awareness of the importance of the subject matter;
- Inspiring interest in beginning students and stimulating advanced students to do complex work; and
- Developing pedagogically effective assignments, lecture slides, lesson plans, exams, and/or other course materials and/or prompts for student work.

- **Outcome:**
 - ✓ Positive → Eligible for 3-year reappointment + 1-point (3%) salary increase
 - ✗ Negative → Ineligible for reappointment

Excellence Review for Continuing Status

- **Timing:** completed during the year in which the 18th quarter of service is achieved
- **Performance Standard:** “Excellence”

Measured by evaluation of evidence demonstrating such qualities as:

- Dedication to and engagement with teaching;
- Command of the subject matter and continued growth in mastering new topics;
- Organizing and presenting course content effectively and with demonstrated learning outcomes;
- Setting pedagogical objectives appropriate to the course topic, level, and format;
- Responding to student work in ways commensurate with student performance, course topic, level, and format;
- Awakening in students an awareness of the importance of the subject matter;
- Inspiring interest in beginning students and stimulating advanced students to do complex work; and
- Developing pedagogically effective assignments, lecture slides, lesson plans, exams, and/or other course materials and/or prompts for student work.

- **Outcome:**
 - ✓ Positive → Continuing Status + merit increase of at least 2 salary points (6%)
 - ✗ Negative → Released at the end

Department Chair Checklist for Teaching Effectiveness Review

Pre-Six Academic Review Checklist for Department Chairs

1. Initial Preparation and Notice

Receive the eligibility list provided by the CHASS AP analyst.

It's recommended that the department chair arrange for NSF participation on the advisory committee or in the department meeting.

Provide written notification to the candidate no less than 30 calendar days in advance of the review.

According to the Schedule of Review Deadlines, notify the candidate no later than the last Friday in October.

Ensure the notice includes the review's timing, criteria (teaching effectiveness, academic responsibility, and other assigned duties), procedures, and established deadlines.

2. Assembling the Review File

Ensure the candidate submits their materials (including a self-statement and up to six additional relevant materials) into eFilePlus. In addition to course syllabi, the Unit 18 faculty member may submit up to six (6) additional materials relevant to effective teaching (e.g., pedagogical methods, student learning outcomes, assignments, lecturer slides, lesson plans, exams, and prompts for student work) to be included in the file.

Include all other relevant materials available to the department in the file, such as solicited letters, written classroom observations, and student evaluations.

The CHASS AP analyst will review the assembled file for accuracy.

Provide the candidate the opportunity to review the newly assembled file.

Allow the candidate 7 calendar days to provide a response to any material in the file.

The Chair and Candidate will review and approve the file in Efile Plus.

After the 7-day review, the lecturer will sign the safeguard certification.

3. Departmental Review and Recommendation

Conduct the department's review of the candidate's file in accordance with your local department policies and procedures.

Vote whether the lecturer is effective in teaching following the criteria. There is no vote on merit. If effective, 3% merit is automatic.

Draft the Department Letter, outlining the department's recommendation.

Provide the candidate with a copy of the department's review.

Allow the candidate 7 calendar days to respond to the added materials before moving the file forward.

4. Final Submission

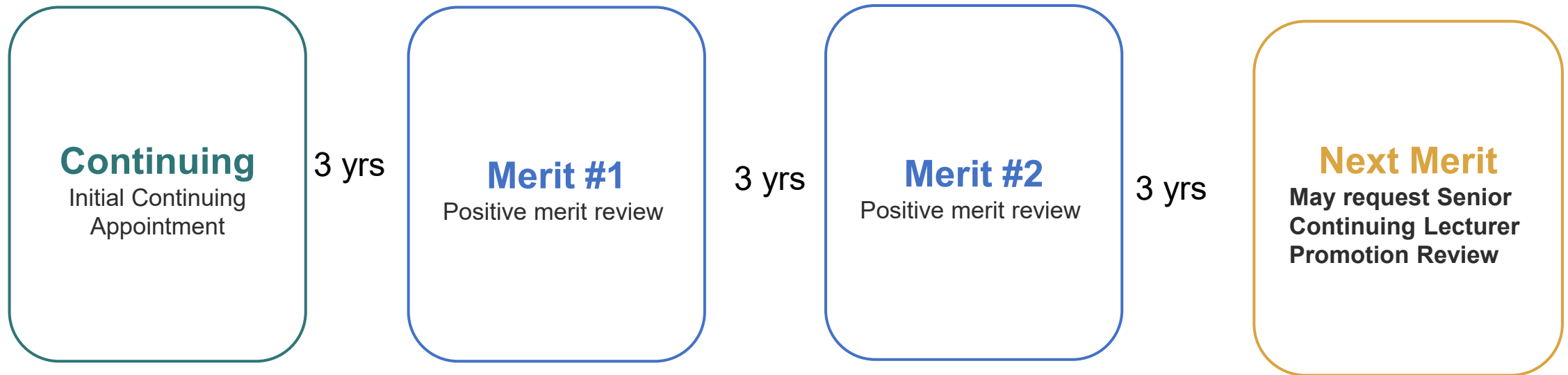
Submit all review files to the Dean's Office by the established deadline

REVIEW TYPES POST-SIX (CONTINUING)

The Post-Six Journey for Continuing Lecturer

Continuing Lecturer → Merit Reviews → Senior Continuing eligibility

3-year review cycle
1-Year deferral permitted



At least two consecutive positive merit reviews are required before they may request to be considered for Senior Continuing promotion.

Continuing Merit Review

➤ **Timing:** Typically completed every 3 years (May opt for 1-year deferral)

➤ **Performance Standard: “Continued Excellence ”**

Measured by evaluation of evidence demonstrating such qualities as:

- Dedication to and engagement with teaching;
- Command of the subject matter and continued growth in mastering new topics;
- Organizing and presenting course content effectively and with demonstrated learning outcomes;
- Setting pedagogical objectives appropriate to the course topic, level, and format;
- Responding to student work in ways commensurate with student performance, course topic, level, and format;
- Awakening in students an awareness of the importance of the subject matter;
- Inspiring interest in beginning students and stimulating advanced students to do complex work; and
- Developing pedagogically effective assignments, lecture slides, lesson plans, exams, and/or other course materials and/or prompts for student work.

➤ **Outcome:**  Positive → Merit increase of at least 2 salary points(6%)
 Negative → No merit increase. Discipline and dismissal procedure

Senior Continuing Promotion Review

- **Timing:** A Continuing Lecturer who has received at least two (2) consecutive positive merit reviews (following the initial Continuing Appointment) may request a Senior Continuing Lecturer Promotion Review upon their next merit review
- **Performance Standard:** “Exceptional”

Measured by evaluation of evidence demonstrating such qualities as:

- Dedication to and engagement with teaching;
- Command of the subject matter and continued growth in mastering new topics;
- Organizing and presenting course content effectively and with demonstrated learning outcomes;
- Setting pedagogical objectives appropriate to the course topic, level, and format;
- Responding to student work in ways commensurate with student performance, course topic, level, and format;
- Awakening in students an awareness of the importance of the subject matter;
- Inspiring interest in beginning students and stimulating advanced students to do complex work; and
- Developing pedagogically effective assignments, lecture slides, lesson plans, exams, and/or other course materials and/or prompts for student work.

+ *Instructional contributions that are broad ranging and/or greatly enhance the academic mission of the University*
+ *Introducing new teaching practices into the course(s).*

- **Outcome:**
 - ✓ Positive → Promotion increase of at least 3 salary points(9%)
 - ✗ Negative → Reviewed as a normal merit

Department Chair Checklist Continuing and Senior Continuing Merit Reviews

Department Chair Checklist: Continuing & Senior Lecturer Continuing Merit Reviews

1. Initial Preparation and Notice

- Receive the eligibility list provided by the CHASS AP analyst.
- Verify candidate eligibility (Continuing Appointees are reviewed at least once every 3 years; Senior Continuing are also reviewed at least once every 3 years).
- Arrange for departmental committee review. Make reasonable efforts to ensure a qualified Unit 18 faculty member (NSF) participates on the committee.
- Provide written notification to the candidate no less than 45 calendar days prior to the date by which materials must be submitted.
- Ensure the notice includes the required materials, submission deadlines, links to the CBA/policy, the effective date, and the candidate's right to inspect their file.

2. Assembling the Review File

- Ensure the candidate submits their materials into eFilePlus by the established deadline. Note: The self-statement is limited to 2 pages for Continuing Merit and 5 pages for Senior Continuing Merit.
- Include all other relevant materials available to the department in the file, such as student evaluations and any optional solicited letters.
- The CHASS AP analyst will review the assembled file for accuracy.
- Provide the candidate the opportunity to review the newly assembled file.
- Allow the candidate 7 calendar days to provide a response to any material in the file.
- Allow the candidate the opportunity to raise concerns about possible bias on the part of individuals involved in their review; any such statement provided must be included in the academic review file.
- After the 7-day review, the lecturer will sign the safeguard certification.

3. Departmental Review and Recommendation

- Conduct the department's review applying the appropriate criteria ("Standard of Excellence" for Continuing Merit, or "Standard of Exceptional" for Senior Continuing Merit).
- Draft the Department Letter, outlining the department's recommendation.
- Provide the candidate with a copy of the department's review.
- Allow the candidate 7 calendar days to respond to the added materials before moving the file forward.

4. Final Submission

Submit all review files to the Dean's Office by the established deadline.

Department Chair Checklist: Promotion to Senior Continuing Review

1. Initial Preparation and Notice

- Receive the eligibility list provided by the CHASS AP analyst.
- Confirm the eligible candidate affirmatively requests a Senior Continuing Promotion Review in writing by the due date of materials for their normative Continuing Merit Review.
- Arrange for departmental committee review. Make reasonable efforts to ensure a qualified Unit 18 faculty member (NSF) participates on the committee.
- Provide written notification to the candidate no less than 45 calendar days prior to the date by which materials must be submitted.
- Request the names for extramural letter writers from the candidate and the department faculty.
- Ensure the notice includes the required materials, submission deadlines, links to the CBA/policy, the effective date, and the candidate's right to inspect their file.

2. Assembling the Review File

- Ensure the candidate submits their materials into eFilePlus by the established deadline, including a self-statement limited to 5 pages.
- Ensure the file includes **mandatory** letters of assessment from individuals with expertise in the candidate's field (these can be provided by the candidate or solicited by the department).
- Include all other relevant materials available to the department, such as student evaluations.
- The CHASS AP analyst will review the assembled file for accuracy.
- Provide the candidate the opportunity to review the newly assembled file.
- Allow the candidate 7 calendar days to provide a response to any material in the file.
- Allow the candidate the opportunity to raise concerns about possible bias on the part of individuals involved in their review; any such statement provided must be included in the academic review file.
- After the 7-day review, the lecturer will sign the safeguard certification.

3. Departmental Review and Recommendation

- Conduct the department's review evaluating the file against the "Standard of Exceptional" instructional performance criteria.
- Draft the Department Letter, outlining the department's recommendation.
- Provide the candidate with a copy of the department's review.
- Allow the candidate 7 calendar days to respond to the added materials before moving the file forward.

4. Final Submission

- Submit all review files to the Dean's Office by the established deadline

Classroom Observations

Departments must conduct classroom observations each academic year of a lecturer appointment.

If the lecturer is appointed on a quarterly basis, you will need to plan early to allow time to schedule the class visit and meeting with the lecturer.

If the lecturer teaches a variety of courses, observations should be done for each of the courses taught so that there is a solid representation of their teaching abilities.

Observations are required for Unit 18 lecturer review files.

[Class Visitation Report](#)

Resources

RESOURCES

Unit 18 Contract:

<https://ucnet.universityofcalifornia.edu/resources/employment-policies-contracts/bargaining-units/non-senate-instructional/contract/>

UCR Unit 18 Faculty CALL

<https://c3data1.ucr.edu/chass/Dean's Office/CHASS AP Staff\1. Non-Senate Appt-Reappt\Lecturers\ Unit 18 faculty CALL>

- Policy was implemented September 1, 2020
 - [Non-Senate Academic Performance Management Policy](#)

- Policy Requirements

- **Pre-Six-Unit 18 Lecturer Appointees**
 - ☐ Job Description (JD) and Letter of Expectation (LOE) to be completed by the Chair and issued to the Pre-Six Lecturer and signed by both for file
 - ☐ JD and LOE will be attached to appointment letters and returned to the Dean's AP office
 - ☐ Quarterly meeting required between supervisor or faculty designate and lecturer unless they mutually agree to decline meeting. It is strongly recommended that they meet. The purpose is to provide ongoing performance feedback.
 - ☐ Contact Dean's office when there are performance issues.

Non-Senate Academic Performance Management Policy

- ▶ Funding is approved through the Temporary Teaching Budget is approved by the Dean
- ▶ The Search Chair and committee members must complete training:
- ▶ To register go to the Learning Management System (LMS) at <http://ucrllearning.ucr.edu/>. You will need a valid UCR NetID and password to login.
- ▶ **REQUIRED FOR ALL Recruitments**: all members of academic search committees are required to complete the following 30-minute online training (delivered through the LMS):
“Search Advisory and Hiring Committee Best Practices.”
- ▶ Completion of this training remains valid for three years.
- ▶ Academic Recruitment Procedures
- ▶ Conflict of Interest Disclosure Form- signed by all search committee members at first meeting and given to AP analyst to upload to AP Recruit.

Recruitment

- ▶ Non-Senate Academic Positions-
- ▶ Internal Pool of Lecturers must be considered before recruiting.

- ▶ Department prepares search plan and job announcement

- ▶ Department staff enter the plan into UC Recruit and route to Dean's office for approval. AP analyst is available for consultation and support.
- ▶ Basic Qualifications and ad evidence are uploaded into the system
- ▶ Department contacts the AP analyst to request the Applicant Pool Report be generated.

- ▶ Department reviews and selects finalists
- ▶ Department staff prepare appointment file and route to Dean's office for approval and appointment.
- ▶ Search waiver is needed for emergency leaves or increase in demand of courses. Internal lecturers must be considered first.
 - ▶ After waiver approval, staff routes appointment file to Dean's office.
- ▶ Conflict of Interest Disclosure Form- signed by all search committee members at first meeting and given to staff to upload to AP Recruit.

Recruitment
contd.

Request approval for replacement funding
via Associate Dean.



FAO will submit a Supplemental Budget
Request via CHASS Finance Office.



Chair will identify a replacement

Consider Internal
Lecturers First- Submit
workload increase form to
Dean's office

Outside Lecturer- Submit
emergency search waiver
request and appointment
file with department vote

Associate In- Submit
appointment file to
Dean's office

Teaching Assistant,
department manages
appointment process
following usual
process.

Replacement
Instructors for
Emergency
Leaves

PART III

GRADUATE STUDENT EMPLOYMENT

Graduate Student Employment

Academic titles in support of instruction or research are:

Research

- Graduate Student Researchers (GSRs)

Instruction

- Teaching Assistants
- Associate Ins (Instructors)
- Readers
- Tutors

Graduate Student Employment



Students appointed to these titles will be represented by the United Auto Workers union.

Systemwide Bargaining Contracts:

- [ASE & GSR Contract](#)



An Academic Student Employee appointment is established only by the issuance of a Written Notice of Appointment and signed acceptance.



You will find eligibility requirements and workload information on the [Graduate Division Website](#)



[Graduate Student Employment Tools](#)

Graduate Student Management System

The Graduate Student Management System went LIVE August 2026. Graduate Student Employment offers will now be generated and managed through this system.

Employment Module in GSMS will be used to prepare offers and to perform the following actions:

- Manage and sync departmental positions
- Review and assign eligible students to positions
- Process, extend, and revise Appointment Letters
- Create and assign descriptions of duties (DODs)
- Create and publish applications
- Review, approve, and finalize applications

Graduate Student Management System

- Faculty Supervisors are encouraged to visit the [GSMS training site](#) and review detailed job aids on their role in creating, editing, and completing the description of duties (DODs) for their assigned offers.

Specifically, Faculty Supervisors will now perform the following actions within [gradsms.ucr.edu](#) (UCR login required):

View offer details

Add a DoD to an offer

Edit existing DoDs

Copy a DoD from a DoD in the Current Offer Record (ASE position)

Copy a DoD from a Previous Offer (for ASE and GSR positions)

View current and historical Appointment and DoD letters in an offer

Time Reporting

Submission of monthly or biweekly timesheets is required of all Academic Student Employees through the UCR Time and Attendance Reporting System (TARS).

Employee Responsibilities

ASE/GSR Employees

- ☐ Where applicable and as required, ASEs and GSRs will be required to seek prior approval for Personal Time Off and Leave of Absence.
- ☐ It is the employee's responsibility to accurately record approved leave taken and submit timesheets to their supervisor/unit head by the published deadlines.
- ☐ If no leave was taken submit a timesheet reflecting 0 hours taken.
- ☐ Graduate student employees are required to submit timesheets each pay period according to the schedule that they are on; monthly or biweekly.
- ☐ It is the supervisor's responsibility to accurately review and approve employee timesheets by the published payroll deadlines.

☐ **Important:**

Reports are generated each month to track submission of timesheets for academic employees. If a timesheet is not submitted a counseling memo will be issued. After the third time, a written warning will be issued and may lead to termination.

Time Reporting contd.

Monthly timesheets are required for GSRs, Teaching Assistants, and Associate Ins

Biweekly timesheets are required for Tutors and Readers

ASEs must inform their supervisor if they are exceeding their hours of work.

If after speaking to their supervisor they feel they are still exceeding available hours they will speak to the department administrator (Graduate coordinator, Graduate Advisor, Department Chair).

Short Term Leave

Teaching Assistants and Assoc Ins who take a leave shall be eligible for up to two (2) days of paid leave per quarter. Short-term leave is taken in whole day increments.

Upon request from an appointee, and subject to the provisions of contract, the University will grant an appointees reasonable request for leave of absence of appropriate duration due to:

- a. personal illness and/or disability, including for ignosis, care, or treatment of an existing physical or mental health condition, or preventive care.
- b. birth, adoption, or care of a child or family member as defined
- c. below in Section H;
- d. family emergencies; or
- e. **travel outside the United States of America to apply for a F-1 or J-1 visa or to seek other forms of immigration relief, and appointments and/or hearings** scheduled by federal immigration officials or the U.S. Department of State with respect to immigration or citizenship status of the employee, spouse, domestic partner, child or parent, in accordance with Article 15 – Immigration
- f. Pregnancy disability-prior to and after birth
- g. Bereavement leave
- h. Employee's Reproductive Loss
- i. Employee's Victim Leave
- j. Employee's leave to attend crime-related judicial proceedings

The University shall grant employees leave time, in accordance with Article 18 – Leaves, when given one weeks' prior notice to attend any appointments and/or hearings scheduled by federal immigration officials or the U.S. Department of State with respect to immigration or citizenship status of the employee, spouse, domestic partner, child or parent. The University may require proof of the appointment and/or hearings and proof of the family relationship.

Long Term Leave

Leave Eligibility

Salaried GSRs, TAs and Associate Ins who take a leave pursuant to the contract shall be eligible for up to eight (8) weeks of paid leave per academic year.

2. Upon request from appointee and subject to the provisions of this Article, the University will grant a reasonable request for long-term leave due to:

- a. The appointee's serious health condition, as defined under the Family and Medical Leave Act (FMLA), or to care for a family member of the appointee, as defined in Section H, who has a serious health condition;
- b. To care for and bond with the newborn child or a child placed with the appointee for adoption or foster care, provided that the leave is taken within twelve months of the birth or placement of the child with the appointee; or
- c. Pregnancy, childbirth or related medical conditions for the period prior to, during, and after childbirth.
- d. Reproductive Loss Leave
- e. Victim Leave
- f. Leave to attend crime-related judicial proceedings
- g. One week of immigration leave to travel outside the U.S. to apply for a F-1 or J-1 visa or to seek other forms of immigration relief in accordance with Article 15-Immigration

3. Whenever possible, leave should be requested at least thirty (30) calendar days in advance of the start date of the leave. The leave will not continue beyond the end date of the appointment.

***The employee should contact the supervisor as soon as they know of the need for a leave. ***

Personal Time Off (PTO) – GSRs Only

- Where applicable and as mandated by the UAW contracts, GSRs will be required to seek prior approval for Personal Time Off.

Leave	Description	TARS Leave Code
Personal Time Off (PTO)	Personal Time Off (PTO)	PTOGSR

Academic Student Employees & Performance Management

Academic Student Employees (ASEs) will be provided with the Description of Duties (DoD) form by the supervising faculty that will outline the expectations of the supervisor for the individual course or role. These expectations should be centered on the specifics, such as required lecture attendance, lab and discussion responsibilities, when grading is due, and office hours frequency.

Description of Duties Form

The DOD is used to provide clear expectations to the academic student employee.

The DOD is the first document we refer to if there is a performance issue

All assigned responsibilities must be in accordance with the maximums established in BX Article 32 – Workload.

Supervisors are responsible for the oversight of their student employee and taking the appropriate action to correct issues. In some circumstances, the appropriate action may be to refer issues to the Department Chair or equivalent.

a. Guidance Point: When performance or conduct issues arise, supervisors should discuss the matter with the student employee directly or escalate the matter to their Department Chair (or equivalent). The Dean's Office Academic Personnel team, Academic Employee Relations, or Labor Relations are additional resources to support the supervisor.

- Contact Dean's office early if there is a performance problem that can't be resolved through informal resolution.

Resources

TARS: timesheet.ucr.edu

TARS Users Aids

Timesheet Issues Reach out to: Timesheetfeedback@ucr.edu

Bargaining contract TAs, AIs, Tutors,
Readers: <https://ucnet.universityofcalifornia.edu/resources/employment-policies-contracts/bargaining-units/>

ADDITIONAL CHAIR DUTIES

Department Chairs

Reporting Officer of the University

- **Department Chairs are reporting officers of the University and are responsible for promptly making reports to the UCR Office of Civil Rights or other local official designated to review and investigate sexual harassment and sexual violence complaints.**
 - Faculty and supervisors are legally required to complete two hours of sexual harassment prevention training every two years.
 - The *UC Sexual Violence and Sexual Harassment Prevention Training for Faculty and Supervisors* is an online, interactive course provided through the [Learning Center](#)
- Any manager, supervisor, or designated employee responsible for reporting or responding to sexual harassment or sexual violence who knew about the incident and took no action to stop it or failed to report the prohibited act may be subject to disciplinary action.

In addition, the following who in the course of employment receive a report of Prohibited Conduct from any other person affiliated with the University shall notify the Title IX Officer or designee:

 - o Campus Police
 - o Human Resource Administrators, Academic Personnel, and Title IX Professionals
 - o Managers and Supervisors including Deans, Department Chairs, and Directors of Organized Research Units (ORU)
 - o Faculty members

- The following are types of behavior that should be reported to the Office of Civil Rights. The Office of Civil Rights will investigate and determine appropriate action, if any.

Reports of Sexual Harassment/Violence, Stalking

Some examples of harassing behavior include, but are not limited to:

Intimidating words or actions; Unwelcome or inappropriate touching; Sexually suggestive remarks or gestures; Obscene messages (via text or computer); Sexual assault and rape

- Who to Contact:
- If you or someone you know is experiencing sexual harassment or sexual violence,
Office of Civil Rights, Title IX, EOAA: <https://compliance.ucr.edu/office-title-ix-equal-opportunity-affirmative-action>
civilrights@ucr.edu
CARE Advocate, (951) 827-6225 , advocate@ucr.edu
- If you or someone you know has experienced any form of sexual violence, including sexual assault or rape,
University of California, Riverside Police Department, 911 or (951) 827-5222 or
Title IX/Sexual Harassment Office, (951) 827-7070.
- UC Policy: Sexual Violence and Harassment: <https://policy.ucop.edu/doc/4000385/SVSH>
Antidiscrimination Policy: <https://policy.ucop.edu/doc/1001004/Anti-Discrimination>
[UCR Procedures for Discrimination, Harassment, and Retaliation Complaint and Resolution](https://policy.ucop.edu/doc/1001004/Anti-Discrimination)
Abusive Conduct in the Workplace Policy <https://policy.ucop.edu/doc/4000701/AbusiveConduct>

Department Chair Mandatory Training Requirements

Department Chairs must be in compliance with mandatory training requirements.

 eCourse:General Compliance Briefing: University of California Ethical Values and Conduct <i>Certification</i>	ETHICS-RI-ECO
 eCourse:Safety Orientation <i>Certification</i>	RI-ESECO0100
 eCourse:UC Abusive Conduct in the Workplace <i>Certification</i>	RI-UCLOL0075
 eCourse:UC Cyber Security Awareness Fundamentals <i>Certification</i>	SECURITY-RI-ECO
 eCourse:UC Preventing Harassment & Discrimination: Supervisors, Faculty, MSP <i>Certification</i>	AB1825-RI-ECO

CHASS AP CONTACTS

CHASS Academic Personnel Contacts				
Name	Title	Departments	Phone	Email
Susan Brown	Director of Academic Personnel	CHASS Dean's Office	(951) 827-3596	susan.brown@ucr.edu
Briana Ellico	Compensation and Leave Analyst	CHASS Dean's Office	(951) 827-2825	brianae@ucr.edu
Annette Brock	Non-Senate Academic Lead Analyst	CHASS Dean's Office	(951) 827-7730	annette.brock@ucr.edu
Patti O'Leary	Assistant Director of Academic Personnel	Social Sciences, Interdisciplinary Programs, Centers	(951) 827-5828	poleary@ucr.edu
Cory Randle	Academic Personnel Analyst II	Anthropology		cory.randle@ucr.edu
		Black Study		
		Economics		
		Political Science		
		Sociology		
Shannon Giles	Academic Personnel Analyst II	Gender & Sexuality Studies	(951) 827-7111	shannon.giles@ucr.edu
		Meida & Cultural Studies		
		Psychology		
		Study of Religion		
		Society, Environment and Health Equity		
		Centers and Programs		
Brittani Collins	Assistant Director of Academic Personnel	Humanities and Arts	(951) 827-5829	brittani.collins@ucr.edu
Elizabeth Arce	Academic Personnel Analyst II	Dance	(951) 827-7639	elizabeth.arce@ucr.edu
		Ethnic Studies		
		History		
		Theatre, Film & Digital Production		
Paige Smith-Lujan	Academic Personnel Analyst II	Comparative Literature & Languages	(951) 827-1239	paige.smithlujan@ucr.edu
		English		
		Hispanic Studies		
		Palm Desert-Low Res MFA		
Jen Smith	Academic Personnel Analyst II	Art	(951) 827-1843	jen.smith@ucr.edu
		Art History		
		Creative Writing & Music		
		Philosophy		

Who to
Contact:

CHASS AP

Resources

- APM: <http://www.ucop.edu/academic-personnel-programs/academic-personnel-policy/>
- CALL: http://academicpersonnel.ucr.edu/the_call/
- UCR Academic Personnel: <http://academicpersonnel.ucr.edu/>
- Lecturer Unit 18 MOU: <http://ucnet.universityofcalifornia.edu/labor/bargaining-units/ix/contract.html>
- Academic Student Employees- <http://ucnet.universityofcalifornia.edu/labor/bargaining-units/bx/index.html>
- E-FilePlus: efileplus.ucr.edu
 - E-FilePlus Information: <http://academicpersonnel.ucr.edu/efileplus/>
- UC Recruit: aprecruit.ucr.edu
 - UC Recruit Information: <http://cnc.ucr.edu/aprecruit/>
- OATS: <https://ucr.ucoats.org/>
 - OATS information: <https://academicpersonnel.ucr.edu/oats>