

**COUNCIL ON ACADEMIC PERSONNEL (CAP)
FREQUENTLY ASKED QUESTIONS (FAQS)**

Revised November 1, 2008

2. Whatever happened to the Pister Report and its advocacy for increased flexibility in personnel reviews?

The "spirit" of the report is reflected in **APM 210-1**, which asks reviewers to balance, when the case requires it, heavier commitments and responsibilities in one area (e.g., service) as opposed to another (e.g., research). Review committees are to be flexible especially in cases where "the proper work of faculty members departs markedly from established academic patterns." Flexibility in CAP's view allows for changing balances in teaching, research or creative activity and service from review period to review period, not allowance for the absence of any one category of activity.

The APM reminds reviewers that flexibility does not "entail a relaxation of high standards." The meaning seems to be that reviewers should appreciate the intellectual accomplishment involved in different aspects of an academic career, particularly when a professor distinctly alters his or her research or creative activity from one focus to another. CAP in fact finds no change here from UCI's traditional criteria of evaluation, which always included this flexibility.

In no case can even excellent teaching and/or service compensate for a serious lack of research and creative activity.