

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

Revised November 1, 2008

**3. How does CAP weigh university service?**

Service counts. It can be a deciding factor in close decisions. Especially heavy service commitments, with documented effective performance, can partially compensate for reduced achievement in other areas. However, normally advancement in the University of California cannot take place without effective teaching and continuing superior scholarly or creative productivity as well as good service. CAP expects less service from untenured professors and expects significant service to the campus and university at higher ranks.

CAP understands that certain administrative duties can reduce one's creative output. CAP takes this into consideration in making recommendations; however, university service, especially compensated university service, cannot wholly replace creative activity. The APM provides flexibility for special cases. For example, a department chair's effective leadership and administrative work are in themselves academic activities, and reviewers may evaluate these in personnel actions. Especially burdensome administrative work, such as chairing a large department, can offset diminished accomplishment in other areas of review. The APM says "it is entirely appropriate to award a merit increase, or if performance warrants it, an accelerated increase, primarily for demonstrated excellence in the chair appointment." But note that this last sentence continues, "when accompanied by evidence of continued productive involvement in scholarly activities." Further, the APM specifies that advancements above professor, step V "should require substantial justification beyond excellence of administrative service."

CAP takes these statements to mean that unusually heavy and effective service should count significantly in personnel reviews (and of course all service should be evaluated and given proper weight), but that even heavy administrative responsibilities cannot compensate for nearly abandoned research or creative activity. Acceptance of administrative activity that reduces scholarly or creative activity nearly to zero must be rewarded by other means than by advancement in the professorial series. This stricture applies more severely at the point of a major action (promotion to tenure or to full professor), or for any step above professor, step V. If service is a particularly important part of a particular action, its effectiveness, not merely its formal responsibilities, should be documented in the dossier.