

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

Revised November 1, 2008

**25. What can delay the normal personnel process?**

*Failure of the department or school to submit files in a timely fashion.*

*Need for additional information.* Sometimes CAP needs additional information in order to make its recommendation. "Back to School" requests for additional information are processed through the Office of Academic Personnel. CAP never contacts individuals or the Schools directly.

*Need for additional external letters.* For promotions and large accelerations, the external letters as a group may be faulty. CAP may request that the department solicit additional external reviews when, for example, the group of letter writers largely consists of close collaborators and friends of the candidate; too many writers represent non-research or non-academic entities; a UC perspective on appropriate step is necessary; or few of the letters received are sufficiently analytical to assist CAP in its review. Solicitation, receipt and departmental review of additional letters usually adds at least a month to the entire process.

*Formation of an ad hoc review committee.* At times, CAP or the EVCP forms an *ad hoc* committee to provide additional, specific expert evaluation. This adds considerable time to the review process, occasionally as much two or three months. But evaluations made by *ad hoc* committees are often crucial for CAP or the EVCP in making informed recommendations.

*Responding to a tentative decision.* In some cases in which different levels of review (including CAP) disagree on the action proposed, the Office of Academic Personnel transmits a tentative decision to the candidate's dean or department for comment or additional information. CAP usually re-reviews any subsequent response.