

Review Procedures for Deans and Vice Chancellors
University of California, Los Angeles
Effective November 2014

This document outlines the procedures governing the review of Deans and Vice Chancellors.

The UC Academic Personnel Manual states: “The Chancellor shall conduct a five-year review for each Dean to determine whether reappointment to another term is warranted. In each case involving the five-year review of a Dean, the Chancellor, after consultation with the Academic Senate, shall appoint an advisory committee to review the Dean’s performance and accomplishments. The advisory committee shall report its findings to the Chancellor.”

The Executive Vice Chancellor/Provost and/or the Chancellor should meet with the Dean or Vice Chancellor sometime in their 4th year to determine if a review should be conducted. It has been the custom at UCLA that a review is conducted only when all parties are interested in extending the term of service. If so, the following steps should be taken.

Committee Selection

The EVC/Provost convenes an advisory review committee. The Chair of the committee should have senior academic executive experience but need not be a peer. Selection of members is informed by consultation with:

- a) Academic Senate Committee on Committees,
- b) the Dean or Vice Chancellor under review, who is invited to suggest individuals to serve on the committee and identify individuals who they believe will have a conflict of interest or substantial bias,
- c) other senior leadership.

Self-Statement

The Dean or Vice Chancellor prepares a self-statement.

Charge Meeting

The EVC/Provost or his designee should meet with the advisory committee at the first meeting in order to:

- a) Ask the committee to complete their deliberations and present their report within a particular timeline (e.g., three to five months) so that the process is completed before the end of the individual’s five-year term.
- b) Convey the necessity to maintain strict confidentiality.
- c) Discuss the core review criteria.
- d) Request that the report be candid and constructive, while identifying the strengths and weaknesses.
- e) Clarify that the committee should provide a reasoned overview of the Dean or Vice Chancellor’s performance to contribute to the Chancellor’s final evaluation. A recommendation for or against reappointment is not necessary but may be provided.

Committee Tasks

The Committee has the tasks below to accomplish. A typical committee meets as a group four to six times over three to five months.

- a) Tailor a letter requesting feedback about the Dean or Vice Chancellor, generally accomplished in the first meeting.
- b) Review a list of individuals, at UCLA, UC, and beyond (e.g., volunteers, donors, or alumni) who will receive the letter, generally accomplished in the first meeting.
- c) Identify a list of individuals who will be interviewed by the committee (including the Dean or Vice Chancellor), generally accomplished partly in the first meeting and partly after reading the letters. Interviewees may include UCLA faculty and administrators as well as individuals outside UCLA with special insight into the Dean's or Vice Chancellor's performance.
- d) Conduct the interviews. The Dean or Vice Chancellor must be interviewed at the end of the interview process, and may also be interviewed at the beginning, at the discretion of the candidate or the committee.
- e) Review all letters and written materials requested and/or provided by the Dean or Vice Chancellor.
- f) Write the report.
- g) Meet with the EVC/Provost.

Confidentiality

A variety of steps are taken to maintain confidentiality.

- a) The Dean or Vice Chancellor is not provided access to the letters. The letters are not reproduced or disseminated.
- b) The Dean or Vice Chancellor is not provided access to the list of interviewees.
- c) Staff in the Chancellor's Office/Academic Personnel Office will review the draft report to ensure that confidentiality of individual respondents is not inadvertently breached.

Report

After the final draft report has been reviewed for confidentiality, it is sent to the Dean or Vice Chancellor. Factual corrections and comments are provided to the committee chair or his/her designee in writing by the Dean or Vice Chancellor.

Debriefing Meeting

The committee concludes with a final meeting attended by the EVC/Provost and/or Chancellor.

Meeting with the Individual

The Chancellor and EVC/Provost meet with the individual under consideration and share the insights of the review, presenting the individual with the final report.

Announcement

Upon completion of a review for a Dean, the EVC/Provost or Chancellor sends an announcement to faculty in the School, informing them that the report of the committee is available for 30 days to any Senate faculty who wish to review it. When a review for a Vice Chancellor is concluded, the appropriate individuals will be notified. If the Dean or Vice Chancellor writes a response to the draft report, the response is considered as a codicil to the main report, and is available along with the final report.

Closing Procedures

After 30 days, the letters, self-statement, and report will be filed away in the Academic Personnel Office for archiving. Notes are shredded.

Sabbatical leave credits do not accrue during transition leave periods. Sabbatical leave credit accrual resumes upon return to University faculty service.

- (4) The combined total of transition leave and sabbatical leave taken during administrative service within the last five years may not exceed one year (12 months).

240-80 **Review Procedures for Decanal Duties**

This section of policy formalizes review procedures for the administrative portion of a Dean's duties. The administrative review procedures are separate and distinct from the formal academic review procedures governing the underlying faculty appointment as described in APM - 210, Review and Appraisal Committees, and APM - 220, Professor Series.

a. **Annual Assessment**

The Chancellor shall conduct an annual assessment for each Dean. The Chancellor shall communicate the key components of the assessment to each Dean.

b. **Five-Year Review and Reappointment**

- (1) The Chancellor shall conduct a five-year review for each Dean to determine whether reappointment to another term is warranted. In each case involving the five-year review of a Dean, the Chancellor, after consultation with the Academic Senate, shall appoint an advisory committee to review the Dean's performance and accomplishments. The advisory committee shall report its findings to the Chancellor.
- (2) The Chancellor shall develop the criteria and procedures for conducting five-year Dean reviews.
- (3) A Dean's overall performance should be judged as distinguished or highly meritorious in order to be reappointed.