



Mary Croughan
Telephone: (510) 987-9303
Fax: (510) 763-0309
Email: mary.croughan@ucop.edu

*Chair of the Assembly and the Academic Council
Faculty Representative to the Board of Regents
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200*

April 2, 2009

**INTERIM PROVOST LAWRENCE PITTS
UNIVERSITY OF CALIFORNIA**

Re: Proposed revisions to APM 240 (Deans)

Dear Larry:

I am writing to convey responses to the proposed revisions to APM 240 from all ten divisions and five systemwide committees (UCAAD, UCAP, UCCC, UCFW, UCPB). Three respondents (UCM, UCSF, UCFW) approved the amendments as written. The remaining divisions and committees support the aim of the proposed changes but could not endorse them as written, either requesting revisions or rejecting them. While most respondents support the principle that deans are *academic* leaders, they identified tensions in the way that the policy addresses deans' administrative and academic roles. Their main objections relate to compensating deans on a basis significantly different from that used for faculty compensation, and to the balance between the administrative and scholarly roles of a dean.

On compensation, committees and divisions urged: (1) that deans should be treated like other faculty members and not be eligible for annual merit reviews and salary increases (UCB, UCI, UCLA, UCPB, UCSC); (2) that deans should be compensated at their faculty base salary with stipends or off-scale supplements to recognize their administrative service (UCLA, UCPB, UCSC, UCSD); (3) that the same Comparison 8 institutions should serve as a benchmark to set deans' salaries as for other faculty members (UCI, UCPB, UCSC); and (4) that deans on sabbatical or transition leaves should receive salaries based on their faculty, not administrative, appointments, since they are engaged in scholarly activities (UCLA, UCPB, UCR).

On the balance between the administrative and scholarly roles of a dean, there was significant concern that the proposed policy changes could undermine a dean's ability to be an effective administrator by overemphasizing scholarship. Specifically, (1) there are no provisions for determining the appropriate amount of time deans should spend on scholarly activities or identifying who has the authority to approve such choices (UCPB); and (2) the amount of time allotted to deans for engaging in scholarly or professional activity is overly generous—up to ninety days per year (UCI, UCPB, UCSC, UCLA).

The need for deans to be reviewed in their dual roles generated suggestions that: (1) a clear distinction should be made between administrative performance reviews and academic reviews of deans' scholarly productivity (UCD, UCAP); (2) clarification and guidance should be provided about the scholarly expectations of a dean and how to evaluate research productivity or teaching performance in reviews of deans (UCSC); and (3) the policy should state explicitly that merit reviews of deans should not relax standards for academic productivity in consideration of the demands of their administrative duties (UCB, UCPB). The policy should include language that specifies that reappointment should be based on "distinguished or highly meritorious performance" (UCSD). In addition, the APM should state explicitly that the faculty of the division should be consulted on reappointments (UCI, UCLA, UCPB) and performance reviews of deans (UCLA), such as is done with stewardship reviews for deans.

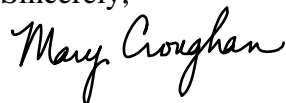
Some respondents also commented that the policy should preserve the flexibility to structure deanships to meet campus needs, and therefore wished to retain provisions allowing part-time appointments on an exceptional basis (UCB, UCPB) and the ability for a divisional dean also to be the head of an intercollege or school division (UCB). UCCC and UCLA questioned the rationale for removing the statement that deans and provosts serve at the discretion of the Chancellor.

UCAAD and UCSB both opposed the elimination of the term "affirmative action" in reference to the recruitment and retention of faculty. UCAAD notes that since the University is a federal contractor, it must comply with federal affirmative action laws in its employment practices, and therefore this deletion should be reviewed by UC counsel.

Finally, some divisions expressed concern about how this policy either pertains to or does not address other titles with similar functions. UCPB suggests that a review of policies governing the appointment, compensation and review of associate deans should be undertaken, while UCSB urged that a policy for provosts should be approved as soon as possible, since provosts are no longer included in APM 240. UCSB also worried that the inclusion of department chairs may inappropriately professionalize them and "dilute the academic nature of these positions," and questioned why deans of University Extension are excluded from the policy. Finally, the Senate hopes to see future policy revisions with regard to health sciences deans.

This summary is not exhaustive of the Senate's comments; other, more technical issues and questions are contained in the attached responses. Please do not hesitate to contact me if you have any questions.

Sincerely,



Mary Croughan, Chair
Academic Council

Copy: Patricia Price, Interim Executive Director, Academic Personnel
Janet Lockwood, Associate Director, Academic Personnel
Doris Lopez, Principal Analyst
Academic Council
Martha Winnacker, Senate Director



March 19, 2009

MARY CROUGHAN
Chair, Academic Council

Subject: Proposed revisions to APM 240 (Deans)

Dear Mary,

On March 9, 2009, the Divisional Council (DIVCO) of the Berkeley Division discussed the proposed revisions to APM 240 (Deans), informed by the comments of the divisional committees on Budget and Interdepartmental Relations (BIR) and Educational Policy (CEP).

Echoing BIR, DIVCO raised the following concerns and points for clarification:

240-4 b Definitions. Academic Deans are “encouraged to pursue scholarly and professional activities” and it is appropriate that “time to be allotted” for these purposes.

This provision indicates that academic Deans will not abandon activities relevant to their faculty position and future step advancements. The assessment of any merit advancements or promotions on the faculty appointment by the Budget Committee will consider scholarly achievement, irrespective of the amount of “time” available or allotted to the Academic Dean for his or her research program. Academic personnel reviews should not be expected to adjust or relax expectations according to such a time element, particularly in the case of promotion or threshold advancement.

240-16 b. Restrictions

The proposed revision eliminates the position of part-time academic Deans. We presume that this new policy reflects previous problems experienced in the service of part-time Deans, or perhaps the rarity with which such appointments have occurred. Nonetheless, it might be beneficial to provide for the appointment of a part-time academic Dean on an exceptional

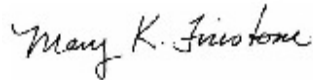
basis, particularly as one of the options in the case of Acting or Interim Dean, as specified at 240-17 b.

240-18 b (1). Salary: “annual merit advancements for Deans

Faculty merit increases are not annual. In the case of the Berkeley campus, accelerated merit advancements are allowed only in special cases. What is the justification for annual merit reviews for administrative appointments that would not be equally relevant to faculty without administrative appointments? If this is needed to keep salaries competitive or to motivate strong performance, then the same logic would hold in the case of all faculty.

DIVCO also discussed CEP’s concerns about proposed revisions to APM 240-4(b), which strikes the language: “A Divisional Dean may also head an intercollege/school division.” It appears as though the revised policy eliminates this definition. Our division seeks clarification as to whether this is the intent. The Berkeley campus has deans who oversee intercollege/school programs and units. DIVCO feels strongly that campuses should retain the flexibility to structure deanships to meet campus needs.

Sincerely,



Mary K. Firestone
Chair, Berkeley Division of the Academic Senate
Professor, Environmental Science, Policy and Management

Cc: Christopher McKee, Chair, Committee on Budget and Interdepartmental Relations
Ignacio Navarrete, Chair, Committee on Educational Policy
Aimee Larsen, Manager, Committee on Budget and Interdepartmental Relations
Mary Graham, Acting Manager, Committee on Budget and Interdepartmental Relations
Lili Goldsmith, Senate Analyst, Committee on Educational Policy
Patti Owen, Assistant Vice Provost–Academic Personnel



OFFICE OF THE ACADEMIC SENATE
ONE SHIELDS AVENUE
DAVIS, CALIFORNIA 95616-8502
TELEPHONE: (530) 752-2231

March 24, 2009

MARY CROUGHAN, CHAIR

University of California
Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607

Re: System-wide Review of Proposal to Revise APM-240 (Deans)

The referenced proposal to revise APM 240 was forwarded to all standing committees of the Academic Senate in addition to the Faculty Executive Committee in each school and college at UC Davis. Comments were received from the Committees on Faculty Welfare, Academic Personnel-Oversight and the Faculty Executive Committee from the College of Letters and Sciences. The Division raised concerns about the revision, specifically:

Currently, APM 240-16 states that provosts and deans must be full professors or professors in residence or of an equivalent rank. The proposed changes result in provost/dean exclusion from the restriction and substitutes the term Academic Senate faculty title for Professor.

The proposal also changes the language from "appointed in consultation with the Academic Senate" to "appointed after consultation with the Academic Senate and appropriate schools" for deans (see APM 240—24 (a)). The proposed revision to 240-80-Review Procedures: The language has been changed from "...the Chancellor, in consultation with the Academic Senate, shall appoint and advisory committee..." to "In...the Chancellor, after consultation with the Academic Senate, shall appoint an advisory committee..." Both of these changes raised concerns that the consultation process was being weakened.

Two sections were unclear:

- 240-14 (c): States that "...a Dean that reports solely to the Chancellor shall be governed by the Senior Management Group policies." What does it mean to "report solely to the Chancellor?" Does a Dean report solely to the Chancellor when his or her performance review is conducted by the Chancellor? If so, then APM 240 would not seem to apply to any of the Deans at UC Davis. This section was confusing enough that the Deans in our College of Letters and Science were confused as to whether the APM 240 would apply to them or not.
- 240-18 section (e) (1): States that "Deans may receive up to 1/12th payment for summer research based on their decanal salary." Does this mean that Deans who are paid a 12

month salary may receive an additional month of salary in the summer? If so, this appears to be equivalent to receiving double salary for one of the summer months and should be listed as a stipend rather than summer salary.

We find it is desirable to create a clear distinction between the review procedures for Provost and Dean administrative versus reviews of the academic appointments of these individuals. Overall the revision weakens the role of the Academic Senate in consulting on appointment and review processes for provost and some deans. The proposal lacks justification to describe the benefits of this alteration. Thus, the Davis Division of the Academic Senate does not support the proposed revision.

Sincerely,

A handwritten signature in black ink, reading "R. L. Powell". The signature is written in a cursive, flowing style with a large, prominent "P" and "L".

Robert L. Powell III, Chair
Davis Division of the Academic Senate and
Professor and Chair, Department of
Chemical Engineering and Materials Science



Office of the Academic Senate
3700 Berkeley Place South
Irvine, CA 92697-1325
(949) 824-2215 FAX

March 17, 2009

Mary Croughan, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

**RE: SYSTEMWIDE REVIEW OF THE PROPOSED REVISIONS TO ACADEMIC
PERSONNEL POLICY 240 - DEANS**

At its meeting of March 10, 2009, the Irvine Division Academic Senate Cabinet reviewed the proposed revisions to Academic Personnel Policy 240-Deans. The Cabinet noted that the main point of the intended revisions is to provide greater clarity as to the role of deans as high level academic administrators on the campus. However, several points indicate that certain considerations provided to this group significantly differ from those applied to faculty. It is worth noting that a) APM 240-18a allows different comparison institutions for Deans, while faculty are compared to the standard set of the Comparison Eight; b) that APM 240-18b(1) provides for annual administrative raises in addition to the regular faculty merit raises deans are also eligible for; and c) that APM 240-20 allows deans more outside professional activity than faculty are allowed (including consulting, service on up to three for-profit boards, and a separate provision for attending conferences), although deans are, according to APM 240-18e, being compensated for "full time" administrative service.

Moreover, the following revisions (in red) were suggested:

- 240 – 4 b. Deans of the academic heads of their units are persons of scholarly and, where appropriate, professional, accomplishment. They are encouraged to continue to engage in scholarly, professional and **teaching** activities, if possible and to the extent consistent with their decanal responsibilities, and its therefore appropriate for time to be allocated to them to engage in these activities.
- 240-80 b (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. **In all cases, the faculty of the Division, College, School, or other relevant academic unit shall also be consulted regarding the reappointment after the Five-year review of the Dean.**

The Irvine Division appreciates the opportunity to comment.

A handwritten signature in black ink, reading "Jutta Heckhausen". The signature is written in a cursive, flowing style.

Jutta Heckhausen, Senate Chair

C: Martha Kendall Winnacker, Executive Director, Academic Senate



ACADEMIC SENATE EXECUTIVE OFFICE
LOS ANGELES DIVISION
3125 MURPHY HALL
LOS ANGELES, CA 90095-1408

PHONE: (310) 825-3851
FAX: (310) 206-5273

March 19, 2009

Mary Croughan
Chair of the Academic Council
University of California

In Re: Proposed Changes to APM 240

Dear Mary,

Thank you for the opportunity to opine on the proposed revisions to APM 240. Upon receipt of the proposal, I specifically requested that the Faculty Welfare Committee (FWC), the Council on Academic Personnel (CAP), and the Council on Planning and Budget (CPB) opine. Although CAP had no comment, I'm attaching the responses from CBP and FWC. The Executive Board, which speaks for the Division on such matters, endorsed the responses from CPB and FWC. In summary, the UCLA Academic Senate cannot support the proposal as written, for the following reasons:

- The proposal would benefit by reassessing the balance that deans must strike between scholarly and professional activities as members of the faculty, and their administrative duties. Of great concern to the Council on Planning and Budget, and echoed by the Executive Board, is that the proposed changes would serve to undermine the dean's ability to effectively administer decanal duties by overemphasizing scholarship.
- Concerns were raised regarding the deletion of clauses that stipulate that deans and provosts serve at the pleasure of the Chancellor. Before endorsing or opposing such a change, we request information justifying and explaining the rationale for such a change.

Please do not hesitate to contact me, should you have any questions. We look forward to future drafts of the proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael S. Goldstein".

Michael S. Goldstein
UCLA Academic Senate Chair

Cc: Martha Kendall Winnacker, Executive Director, UC Academic Senate
Jaime Balboa, CAO UCLA Academic Senate

March 13, 2009

Michael Goldstein
Chair, Academic Senate

RE: Proposed Revision of APM 240 (Deans)

Dear Professor Goldstein:

The Proposed Revision of APM 240 was discussed at the Council on Planning and Budget meetings on February 23 and March 9, 2009.

CPB recognizes that the proposed revision aims to clarify the role of dean “as a high level academic administrator” and appreciates why the wording of the document places such a strong emphasis on the appointment of deans on the basis of “scholarly or, where appropriate, professional, accomplishment.” Evidently, the proposal aims to separate some deans from the Senior Management Group (SMG) and treat them as faculty members who are subject to all Academic Personnel policies. In principle, CPB welcomes the idea that deans should be appointed, like faculty, on the basis of their track record in the scholarly or professional world. Yet it is also clear to CPB that the proposal indicates that deans will not be treated on the same terms as faculty in relation to compensation, allocation of time, and sabbatical leave. As a consequence, the proposal appears somewhat contradictory, if not incoherent. On the one hand, the document suggests that deans should “continue to engage in scholarly and professional activities” through an appropriate amount of time “allotted to them to engage in these activities.” On the other hand, the proposal aims to provide deans with compensation, merit increases, and outside compensation opportunities in a framework that differs markedly from that available to faculty.

Salary and Merit Increases

Even though the proposal aims to treat deans as distinguished faculty members, it states that there will be a separate “salary range for Deans” (APM 240 18a(1)). It would make greater sense to appoint deans to a base academic salary that reflects their scholarly seniority. Further compensation, in recognition of a dean’s prior administrative experience and administrative service, could be added to this base salary in the form of additional stipends or off-scale. This model would also assist in determining salary in relation to market conditions.

The proposed system of annual merit increases, especially in a time of budgetary crisis, looks ill-advised. The idea that deans might receive increases in compensation every twelve months when faculty largely follow a cycle of tri-annual reviews looks unfair. Surely deans should receive an academic base salary that is subject to range adjustments (when available) like every other faculty member. The suggested annual merit increases appear unnecessary when the suggested revisions state that deans will have their compensation reassessed at the end of a five-year review (see APM 240 18a(2)).

Support for Professional and Scholarly Activities

The proposal provides noticeably large amounts of time for deans who wish to engage in professional and scholarly activities. APM 240-20(c)3 indicates that deans can undertake up to forty-eight days of compensated outside professional activities. Similarly, in APM 240-60(a)3, deans are granted no more than thirty days for attending international conferences and related scholarly activities. In 240-20(a)1, deans may serve on no more than three for-profit boards that are not part of the UC system. Further, in APM 240-20(c)4, deans may engage in compensated professional activity up to twelve University workdays per fiscal year without deducting from vacation leave balances. Taken together, these are large portions of time that permit deans to pursue non-administrative activities, some of which provide additional compensation.

While CPB respects the idea that such provisions aim to uphold deans' scholarly and professional standing, the Council believes that UCOP should reconsider these revisions because they suggest that deans could (in theory) spend in total up to *ninety* days in activities that are not related to their administrative duties. Deans' administrative compensation, after all, is based on a twelve-month, not nine-month, model. To be sure, APM 240-20(c)4 recognizes that any compensated outside activity in excess of twelve University workdays will involve drawing on accrued vacation leave. Likewise, APM 240-60(a)3 states that deans who devote additional time beyond thirty days devoted to scholarly activities must draw on accrued vacation. But it is hard to imagine how it might be possible to accrue any vacation at all if deans maximize the opportunity to devote *ninety* days to both compensated professional activities and scholarly research and related academic pursuits.

Sabbatical Leave

CPB appreciates the principle that deans should accrue sabbatical leave during their period of office. Yet, given the generous provisions for outside professional compensation and the pursuit of scholarly activities, it is not clear why deans should take sabbatical leave on an administrative salary. During sabbatical deans should surely be compensated with their academic base salary only.

APM-60(e)3 should clarify the basis on which deans who return to a regular faculty appointment should be compensated during transition leave through their administrative salary rate. Surely compensation for transition leave should be restricted

to the base academic salary, since the deans will be entering a period that does not involve administrative responsibilities.

Conclusion

Although the proposed revisions to APM 240 aim to respect the fact that deans should be supported so that they can maintain their professional and/or scholarly standing, the suggested changes to the manual could result in undermining the demanding administrative responsibilities that come with decanal positions. The authors of the proposed revisions need to reassess the balance that deans should strike between scholarly and professional activities, on the one hand, and administrative responsibilities, on the other hand.

In sum, the suggested changes seem to favor deans undertaking professional and scholarly pursuits in a manner that might seriously distract attention from their decanal role. At the same time, the changes make generous provisions for deans to strengthen their professional and scholarly identity in a framework that differs noticeably from the review process to which all other faculty members are subject. In other words, the authors of the proposal need to reevaluate whether the provisions in APM 240 acknowledge that deans are *either* primarily faculty members who have been appointed to undertake high-level administrative duties *or* academic administrators who need to maintain their scholarly and/or professional standing. The proposed revisions satisfy neither of these definitions of the academic and administrative duties that a dean should be expected to perform during a five-year period of office.

Please feel free to contact me if you have any questions.



Joseph Bristow
Chair, Council on Planning and Budget

cc: Jaime Balboa, Chief Administrative Officer, Academic Senate
Robin Garrell, Vice Chair, Academic Senate
Linda Mohr, Assistant Chief Administrative Officer, Academic Senate
CPB Members



MEMORANDUM

Academic Senate Executive Office
Los Angeles Division
3125 Murphy Hall
140801

March 13, 2009

To: Michael Goldstein
Academic Senate, Chair

From: Mitchell Wong
Faculty Welfare Committee, Chair

Re: Senate Item for Review: Proposed Revisions to APM 240

The Faculty Welfare Committee reviewed and discussed the proposed revisions to APM 240 at their meeting on March 10, 2009. The Committee endorsed the proposed revisions in APM 240, but has the following questions and concerns:

- (1) 240-16a indicates that the Dean shall hold a concurrent University appointment in an Academic Senate faculty title. This raises the following questions:
 - a. How are the step and rank and academic promotions determined for Deans? Are Deans subject to the rules and regulations as defined by The CALL. 240-14a says "Except as specifically modified or addressed in APM - 240, Deans are subject to all Academic Personnel policies (APM)." Does this sufficiently cover this question about academic appointment and promotions?
 - b. Are there any current Deans who do not currently hold an Academic Senate faculty title? If so, how does 240-16a affect these current Deans without an Academic Senate faculty title? Are they allowed keep their current title or are they required to switch titles?
- (2) 240-18a. Salary Determination
 - a. 240-18a indicates that the salary range of Deans as established and maintained by the Office of the President is to be used as the basis for determining appointment salary. Does this imply that a determined salary is required to be within the salary range of current Deans? If so, then this should be explicitly stated. If not, should there be additional procedure/oversight if the determined salary is "out-of-range", e.g. approval by the Office of the President?
- (3) 240-18b. Merit Increases
 - a. No mention is made in this section of the Indexed Compensation Level in determining salary or merit increases. Section 240-24, which covers the issue of authority in choosing Deans and determining salary compensation, states that the Chancellor has "the authority to...approve Dean's appointment salary and appropriate salary increases

up to the established Indexed Compensation Level in accordance with campus procedures.”

- b. Are merit increases also restricted by salary range of Deans?

(4) 240-80b. Five-Year Review and Reappointment

- a. Just as with the initial appointment of Deans (240-16c), we suggest similar language in reappointment, specifically that the Academic Senate and faculty of the Division, College, School or other similar academic unit shall be consulted on Dean reappointments.
- b. 240-80b is unclear about who shall participate in the advisory committee that reviews the Dean’s performance and accomplishments. It should clarify that the committee is to include faculty of the Division, College, School or other similar academic unit.
- c. Review should be concurrent with re-appointment for Deans who have been appointed for fewer than 5 years.

We thank you for the opportunity to participate in this process.

Cc: Jaime Balboa, Chief Administrative Officer, Academic Senate
Dorothy Ayer, Assistant to the Chair, Academic Senate
Brandie Henderson, Policy Analyst, Academic Senate



OFFICE OF THE ACADEMIC SENATE
MARTHA CONKLIN, CHAIR
mconklin@ucmerced.edu

UNIVERSITY OF CALIFORNIA, MERCED
5200 N. LAKE ROAD
MERCED, CA 95344
(209) 228-7954; fax (209) 228-7955

March 18, 2009

**MARY CROUGHAN, CHAIR
SYSTEM-WIDE ACADEMIC SENATE**

RE: Review of Academic Personnel Manual 240-Deans

Merced's Committee on Academic Personnel reviewed the proposed revised Academic Personnel Policy 240 – Deans. They discussed the deleted and new text and found that the revisions had the desired effect of creating greater clarity as to the role of the Dean. Both CAP and the Divisional Council look forward to the forthcoming proposed academic personnel policies on other faculty administrator titles such as Vice Provost, College Provost, and Department Chair.

Sincerely,

A handwritten signature in black ink, appearing to read "Martha Conklin".

Martha Conklin, Chair



CHAIR, ACADEMIC SENATE
RIVERSIDE DIVISION
UNIVERSITY COLLEGE BUILDING, RM 225

ANTHONY W. NORMAN
DISTINGUISHED PROFESSOR OF BIOCHEMISTRY
AND BIOMEDICAL SCIENCES
RIVERSIDE, CA 92521-0217
TEL: (951) 827-5538
E-MAIL: ANTHONY.NORMAN@UCR.EDU
SENATE@UCR.EDU

March 5, 2009

Mary Croughan
Professor, Obstetrics, Gynecology, and Reproductive Sciences
Chair, UC Systemwide Academic Senate
1111 Franklin St., 12th Floor
Oakland, CA 94607

Dear Mary:

RE: PROPOSED REVISED ACADEMIC PERSONNEL POLICY 240 - DEANS

The proposed revision to Academic Personnel Policy 240 was reviewed by the Committee on Academic Personnel, Rules and Jurisdiction and Faculty Welfare. Faculty Welfare was in unanimous agreement with all of the proposed changes with the exception of the proposed policies on sabbatical leave. They were unanimous in the opinion that Deans (and others in this series), should they decide to take sabbatical leave immediately following their administrative appointment, receive salary and benefits during the sabbatical leave that reflect their faculty appointment (and not their past administrative appointment). The rationale for this decision is simply based on the fact that sabbatical leave is to be taken in the pursuit of scholarly activity while fulfilling one's faculty obligations. Consequently, the remuneration given while on leave should reflect that of a faculty appointment and not an administrative appointment.

Sincerely yours,

A handwritten signature in blue ink that reads "Anthony W. Norman". The signature is stylized with a large, sweeping "A" and a long horizontal line extending from the end.

Anthony W. Norman
Distinguished Professor of Biochemistry and
Biomedical Sciences; and
Chair of the Riverside Division

CC: Martha Kendall Winnacker, Executive Director of the Academic Senate
Sellyna Ehlers, Director of UCR Academic Senate office

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

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SANTA BARBARA • SANTA CRUZ

ACADEMIC SENATE
Santa Barbara Division
1233 Girvetz Hall
Santa Barbara, CA 93106-3050

senate.reception@senate.ucsb.edu
(805) 893-2885
<http://www.senate.ucsb.edu>

Joel Michaelsen, Chair
Deborah Karoff, Executive Director

March 23, 2009

Mary Croughan, Chair
Academic Senate

Re: Proposed Revision to APM-240 (Deans)

Dear Mary,

The UCSB Division of the Academic Senate has reviewed the Proposed Revision to APM 240-Deans. The Committee on Academic Personnel (CAP) and the Council on Faculty Issues and Awards (CFIA) reviewed the proposed revisions.

CAP viewed the proposed revisions as administrative in nature and had no comment on any of the proposed changes.

CFIA was confused as to why the provost title was deleted from the policy. A response from UCOP indicated that "provosts" would be covered under a new (as yet unwritten) policy. Nonetheless, CFIA is concerned about approving the changes in this policy without a new policy in place. CFIA questioned the rationale for deleting the reference to "affirmative action" under the section on definitions, and found that the reference to "Regental policy and applicable law" needed further clarification.

An overriding concern expressed by Council was the potential professionalization of department chairs, which may dilute the academic nature of these positions. Council felt strongly that Deans ought to have an academic home to which they belong. Regarding the section on eligibility, Council questioned why Deans of University Extension are excluded, which brought up the question of how the University views the Extension program.

Thank you for the opportunity to comment.

Sincerely,

A handwritten signature in cursive script, reading "Joel Michaelsen".

Joel Michaelsen, Chair
UCSB Division

Cc: Martha Winnacker, Executive Director, Academic Senate



1156 HIGH STREET
SANTA CRUZ, CALIFORNIA 95064

Office of the Academic Senate
SANTA CRUZ DIVISION
125 CLARK KERR HALL
(831) 459 - 2086

March 19, 2009

Mary Croughan, Chair
Academic Council

RE: UCSC Response to Revised APM 240 Appointment and Review of Academic Deans

Dear Mary,

The UC Santa Cruz Division reviewed the proposed changes to APM 240. Our committees on Academic Personnel (CAP) and Planning and Budget (CPB) reviewed the proposed changes. We support many or most of the portions of the proposed policy, including ensuring that consultation with the Senate must occur prior to a decanal appointment and streamlining the Regental role in approving administrators' salaries by removing some deans from the Senior Management Group (SMG) designation and delegating authority to chancellors. However, there were some specific concerns that were raised about parts of the policy. The concerns fall into two categories: first, associated with the long-standing difficulties in how the academic side of the house should treat the "professorial" assessment of a Dean; and second, from the seeming intent of the policy to define a class of Deans as "academic administrators," and the compatibility of their retention policies and merit advancement procedures with those on the academic side of the house.

Scholarly Expectations While the proposed policy revisions pertain primarily to the administrative review of deans, and not to the "professorial" side of the personnel review process, the proposed APM 240-4b explicitly states that Deans "are encouraged to continue to engage in scholarly and professional activities, if possible and to the extent consistent with their decanal responsibilities, and it is therefore appropriate for time to be allotted to them to engage in these activities." We are in agreement with this revised wording.

We note, however, that this is the sole mention within the policy of the professorial side of the Dean's responsibilities, and provides no guidance on how to consider research productivity or teaching performance in professorial reviews of Deans. Such professorial reviews of administrators are always quite difficult, because it is not clear how to evaluate the research and teaching components of these files given that Deans occupy essentially full-time service positions—indeed, if Deans do rotate in-and-out of the faculty, then an inability to determine what the appropriate assessment of scholarly activity for a Dean could handicap (or conversely, benefit) individuals during the faculty personnel process—and no guidance is available for how to make an assessment of what the scholarly expectations for a Dean are. Hence, some

additional guidance on how to assess such cases, and in particular in how to determine what “the extent [of scholarly activity] consistent with their decanal responsibilities” might be would be very helpful.

Retention and Advancement Policies Section 240-14 c creates two subgroups of deans, dividing academic deans from all others. The principle that divisional deans are “academic heads” (240-4b) is one that we support, but as implemented in these changes to APM 240, several problems could arise in relation to compensation. The basic issue here is that the compensation processes differ markedly from those on the academic side of the house.

Compensation is based on a completely separate review process from the process by which faculty are reviewed. Unlike general faculty, deans are to be reviewed annually and considered for annual raises: there seems to be no role for peer or Senate review of the deans, except at five-year intervals—and this is at marked odds with practice on the academic side of campuses. Moreover, Section 240-18 a appears to conflate merit and market forces, and it is not obvious why a dean’s salary is not set as his/her academic base salary, combined with stipends or off-scale to recognize administrative service on the one hand, and market conditions on the other. We support the principle of competitive salaries, but it is not clear that UC has had more trouble retaining deans than (for example) faculty. Similarly, 240-18 a (3) is problematic because it compares deans’ salaries to those at different (and seemingly intentionally ambiguous) comparison institutions. Yet, the faculty is typically compared only to the Comparison 8. UC does not systematically use salaries from institutions outside that group for different disciplines in adjusting salary scales, and hence this seems like a policy that could be fraught with inconsistencies and anomalies.

To conclude, while UCSC support the general intentions of the policy, we would like to see the policy revised.

Sincerely,

A handwritten signature in black ink, appearing to read "Quentin Williams". The signature is fluid and cursive, with the first name "Quentin" written in a larger, more prominent script than the last name "Williams".

Quentin Williams, Chair
Academic Senate
Santa Cruz Division



OFFICE OF THE ACADEMIC SENATE

9500 GILMAN DRIVE
LA JOLLA, CALIFORNIA 92093-0002
TELEPHONE: (858) 534-3640
FAX: (858) 534-4528

March 19, 2009

Professor Mary Croughan
Chair, Academic Senate
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

SUBJECT: Proposed Changes to Academic Personnel Policy (APM) 240: Appointment and Promotion – Deans

Dear Chair Croughan:

In response to your request of January 23, the San Diego Division sought and received comment from the appropriate Divisional committees on the proposed changes to APM 240. Divisional reviewers were generally supportive of the proposed changes, noting that the aspects of the Divisional Senate's involvement in the appointment and promotion processes appear to remain unchanged. The following specific comments were made:

- 240-60, Sabbatical Leave Accrual & 240-60, Transition Leave
Reviewers agreed that it is appropriate that Deans, who remain scholars while serving as administrators, should accumulate sabbatical leave credit and that such accumulated sabbatical leave credit could be used as transition leave. However, for administrators returning to their academic faculty position, transition leave pay should be determined by faculty rank rather than by administrative rate. Administrators' salaries are increased in recognition of their work load, but that increased salary is not justified when they are retooling for their academic endeavors.
- 240-80, Review Procedures
Some reviewers thought it important to include language regarding a performance standard, noting that "adequate" or "good" performance is not sufficient given the importance of effective administration to the University. They suggested adding a third bullet: "(3) A Dean's overall performance should be judged as distinguished or highly meritorious in order to be reappointed."

Sincerely,

A handwritten signature in black ink, reading "Daniel J. Donoghue".

Daniel J. Donoghue, Chair
Academic Senate, San Diego Division

cc: W. Hodgkiss



Academic Senate
senate.ucsf.edu

February 27, 2009

Martha Kendall Winnacker, JD
Executive Director, Academic Senate
University of California Office of the President
1111 Franklin St., 12th Floor
Oakland, CA 94106

Re: Review of the Proposed Modifications to APM 240 (Deans)

Dear Executive Director Winnacker:

The Committee on Academic Personnel reviewed the Proposed Modifications to APM 240 (Deans) and recommends approval of the revisions. The Committee also noted that the revised policy does not apply to those under the Health Sciences Compensation Plan.

Should you have questions or need more information, please contact me at dgardner@diabetes.ucsf.edu.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Gardner', with a stylized flourish at the end.

David Gardner, MD
Chair, UCSF Academic Senate

UNIVERSITY OF CALIFORNIA, ACADEMIC SENATE

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO



SANTA BARBARA • SANTA CRUZ

UNIVERSITY COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY (UCAAD)
Francis Lu, M.D., Chair
francislu@sfdph.org

ACADEMIC SENATE
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

March 30, 2009

**MARY CROUGHAN, CHAIR
ACADEMIC COUNCIL**

Re: UCAAD Input on the Proposed Changes to APM 240

Dear Mary:

I wish to provide UCAAD input on the proposed changes in APM 240. UCAAD is very concerned about the elimination of the term “affirmative action” in paragraph 240-4(a).

UCAAD proposes that “affirmative action” not be dropped from the policy, because under federal Executive Order 11246, the University in its role as a federal contractor (with academic Deans acting as heads of academic units) is responsible for taking affirmative action in employment practices. We suggest combining the previous affirmative action terminology with the proposed revision so that paragraph 240-4(a) would read as follows:

“This includes fiscal responsibility for the unit; responsibility for ensuring diversity of the faculty, students and staff, including maintaining an affirmative action recruitment and retention program consistent with University affirmative action policies, Regental policy and applicable law; and responsibility for ensuring that systemwide and local policies, including Academic Senate regulations are observed.”

Dropping the use of the term *affirmative action* in APM 240 sends a message which is inconsonant with university policy and UC’s commitment to affirmative action as required of federal contractors. The broader term, *diversity*, does not focus programs and efforts on correcting the underrepresentation of minorities and women, which is the essence of affirmative action. In addition, removal of this term from the policy will likely signal to various audiences, including faculty members and the public, that affirmative action is no longer necessary or important for the mission of the University of California. Many people already falsely believe that Proposition 209 ended affirmative action in California, when in fact it continues to be an important tool for broadening outreach recruitment and for ensuring equal opportunity in promotion and equity in compensation.

Affirmative action is more than merely a term used to symbolize equal opportunity. It is a tool to be used to help prevent discrimination and to address stereotypical thinking and biases that still impede

employment opportunity. The term was born out of federal Executive Order 10925, and subsequently repeated in Executive Order 11246, where it defined federal contractor responsibilities for affirmative action. We believe that since affirmative action is a requirement for all federal contractors (like the University of California) and therefore within the provisions of Proposition 209, any change to APM 240 that eliminates the term “affirmative action” should be reviewed by UC counsel if not done so already.

Finally, last year UCAAD had sent an action item to Academic Council and systemwide review to remove “affirmative action” from its title. We received a similar response from the UC AA/EEO and Diversity Officers Group, with which we now agree.

Please contact me at (415) 608 3707 or francislumd@aol.com if you have any questions. Many thanks.

Sincerely,

Francis Lu, M.D.
Chair, UCAAD

Copy: Martha Winnacker, Executive Director



UNIVERSITY COMMITTEE ON ACADEMIC PERSONNEL (UCAP)
Steven Plaxe, Chair
splaxe@ucsd.edu

Assembly of the Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200
Phone: (510) 987-9466
Fax: (510) 763-0309

March 18, 2009

MARY CROUGHAN, CHAIR
ACADEMIC COUNCIL

Re: PROPOSED REVISIONS TO APM 240

Dear Mary,

UCAP reviewed the proposed revisions to APM 240 during its meeting on March 10, 2009. The committee feels that procedures for appointment and merit review of academic Deans should keep clearly separate that part of personnel action which concerns a Dean's administrative appointment and that part which concerns his or her faculty appointment. Further, procedures for appointment and merit review of Deans' administrative appointment should not violate the spirit of the broad APM guidelines for the appointment and review of faculty and should not operate in any manner that threatens to compromise the personnel process applying to the academic appointment.

Academic personnel reviewers should not be expected to adjust, or relax, expectations for academic advancement, particularly at the time of consideration of promotion.

Sincerely,

A handwritten signature in cursive script, appearing to read "Steven Plaxe".

Steven Plaxe, Chair



UNIVERSITY COMMITTEE ON COMPUTING AND COMMUNICATIONS (UCCC)
Lisa Naugle, Chair
lnaugle@uci.edu

Assembly of the Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200
Phone: (510) 987-9466
Fax: (510) 763-0309

March 3, 2009

**MARY CROUGHAN, CHAIR
ACADEMIC SENATE**

RE: PROPOSED REVISIONS TO APM 240, DEANS

Dear Mary,

UCCC reviewed the proposed revisions to APM 240, Deans, during its February 27, 2009 meeting and has the following feedback.

240-18 Salary a. Determination of Salary
(2) Prior administrative experience.

UCCC recommends that this section be changed to: "Prior relevant administrative experience should be considered in determining appropriate salary."

240-24 Authority a. Appointment of a Dean or Provost

UCCC recommends against removing this statement: "The Chancellor, in consultation with the Academic Senate, shall appoint a committee to advise in the selection of a Dean or Provost."

240-24 Authority b.

UCCC recommends against removing this section and a slight revision: "The Chancellor has the authority to appoint an Acting Dean or Acting Provost in accordance with local campus procedures. The appointment of an Acting Dean or Acting Provost shall be a temporary appointment ~~normally for a period not to exceed twelve months.~~"

240-24 Authority d.

UCCC recommends against removing this section: “Deans and Provosts and acting appointments to those titles serve at the discretion of the Chancellor. The Chancellor may end the appointment of a Dean or Provost at will and at any time, after discussion with an appropriate group of the faculty determined by the Chancellor after consultation with the Chair of the Division of the Academic Senate.”

UCCC appreciated the opportunity to review the proposed revisions to APM 240. Please contact me if you have any questions regarding the committee’s feedback.

Sincerely,

A handwritten signature in cursive script that reads "Lisa Naugle". The signature is written in dark ink and is positioned above the printed name.

Lisa Naugle, Chair
UCCC



UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)
Helen Henry, Chair
helen.henry@ucr.edu

Assembly of the Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200
Phone: (510) 987-9466
Fax: (510) 763-0309

March 13, 2009

**MARY CROUGHAN, CHAIR
ACADEMIC SENATE**

RE: Proposed Revisions to APM 240 (Deans)

Dear Mary,

The University Committee on Faculty Welfare (UCFW) has discussed the proposed revisions to APM 240 (Deans), and we support them. As you may know, UCFW worked with our consultants in Academic Advancement during the preliminary review of APM 240 in October, 2008, and our concerns were addressed during the formation of the revisions. Consequently, we have only our endorsement to add at this time.

Sincerely,

A handwritten signature in cursive script, reading "Helen L. Henry".

Helen Henry, UCFW Chair

Copy: UCFW
Martha Winnacker, Executive Director, Academic Senate



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)

Patricia A. Conrad, Chair

paconrad@ucdavis.edu

Assembly of the Academic Senate

1111 Franklin Street, 12th Floor

Oakland, CA 94607-5200

Phone: (510) 987-9466

Fax: (510) 763-0309

March 16, 2009

MARY CROUGHAN, CHAIR
ACADEMIC COUNCIL

Re: Proposed Revisions to APM 240

Dear Mary,

The University Committee on Planning and Budget (UCPB) has reviewed UCOP's proposed revisions to APM 240 (deans). UCPB supports the goal of streamlining the Regents' role in approving administrator's salaries by removing some deans from the Senior Management Group (SMG) designation and delegating authority to chancellors. However, the proposed policy features enough shortcomings that UCPB cannot support the proposed revisions as a set. We recommend a number of changes before this policy is adopted. Our specific concerns are grouped below according to (i) compensation, (ii) allocation of time, and (iii) miscellaneous.

(i) Compensation

Concerning compensation, the policy is based on the principle that deans are *academic* leaders who are encouraged to continue their scholarly careers. Yet their compensation is based on a completely separate review process from the one by which faculty are reviewed, and even a separate budget. Specifically, unlike the general faculty, deans are to be reviewed annually and considered for annual raises, which faculty do not receive. There seems to be no role for peer or Senate review of the deans, except at five-year intervals.

UCPB recognizes the appropriateness of using prior experience and market conditions in setting salaries; indeed, paying competitive salaries to all employee groups should be UC policy. However, if the dean is first and foremost a faculty member, it is not obvious why the dean's salary would not be set as his/her academic base salary, combined with stipends or off-scale to recognize administrative service on the one hand, and market conditions on the other. UCPB supports paying competitive salaries, but it is not clear that UC has more trouble retaining deans than faculty. The Academic Senate has previously urged that the salary gaps of our highest-compensated employees not be addressed first, and that same observation applies here.

We are concerned that 240-18 a (3) allows for "cherry-picking," in which different deans might be compared to their peers at different comparison institutions for salary setting. The UC faculty

is compared to the “Comparison 8” group, and we do not see any evidence that UC makes systematic use of salaries from institutions outside that group for different disciplines in adjusting salary scales, only off-scale.

240-18 b (1) provides for annual increases, and also cites “availability of funding.” This suggests a separate process for funding administrative merit increases, further separating deans from other faculty. Even given their higher salaries, the budget required for funding decanal raises should be minimal, compared to the cost of faculty merit or range increases. As a result, we see the possibility that deans will receive raises when other faculty do not, and feel that this is not a good idea. If a dean’s starting salary is set appropriately, we see no reason why annual increases (as distinct from what is done upon reappointment after a five-year review) should exceed the range adjustments faculty receive in the same year.

(ii) Allocation of time

The policy indicates that a dean is compensated for “full time” administrative service (240-18 e). We are aware of no reason for removal of the possibility that a dean might be appointed on a part-time basis, yet 240-16(b) has been revised to remove that option.

In spite of their full-time administrative status, provisions are made for deans to devote a portion of their time to scholarly pursuits (240-4(b)), but no provisions are included for determining the appropriate amount of time spent that way, and authority for approval of the dean’s choices has not been specified. We note that a dean is in a unique position to allocate budget to appoint one or more associate deans, delegating significant responsibilities, and we do not see any place in the proposed revisions where the dean is accountable for those choices. The dean is compensated for administrative service that s/he has funding that could provide for someone else to perform that service. Moreover, the time devoted to scholarly pursuit is not linked to other time spent not engaging in the dean’s responsibilities. The various parts of 240-20 add up to quite a bit of time away from administration.

Specifically, deans may serve on up to three for-profit boards (and presumably additional non-profit boards), with governance responsibilities. A dean may also engage in a maximum of 48 calendar days – nearly one week out of every month – of compensated outside professional activity per year, including 12 University workdays, without deducting from vacation leave balances. It is noted that they can engage in more than 12 workdays, if they use accrued vacation leave. Since some deans may be appointed on an academic-year basis, will they even accrue vacation leave? On top of this, there is a separate provision for attending international conferences and related scholarly activities (240-60(a)).

UCPB feels that faculty members who are compensated as if they are members of SMG should be subject to considerably more stringent rules governing the allocation of their time. We would like to know the results of a comparison of UC policies to those of other institutions.

Specifically, if we are to set deans’ salaries based on market comparisons, are we comparing part-time deans at UC to full-time deans elsewhere? We would also like to know whether UC is having trouble recruiting or retaining deans, in determining whether these generous provisions need to be maintained.

(iii) Miscellaneous

Sabbatical Leave

UCPB observes that deans accrue sabbatical leave, but may take sabbatical leave while appointed as dean. If this is for scholarly pursuits, it is not clear why the leave would be paid at a dean's salary, rather than the individual's base salary as a faculty member.

We also question the reasoning in 240-60(e.3.), which establishes that the rate of pay for transition leave is determined by when the leave credits were earned, rather than the purpose of the leave. We do not see why a leave to "return to teaching" or "restart a research program" requires a dean's salary.

Other

240-16(a) stipulates that deans shall hold an Academic Senate faculty title. Reference to the place in the APM where those are defined should be retained.

240-16(c) stipulates that faculty should be consulted regarding the "selection" of a dean. We would like to see this changed to the "selection or reappointment"

Finally, UCPB notes that the policy pertains to deans, but not the associate deans they appoint. In some units, there appears to be a proliferation of such appointments. Moreover, the conditions of those appointments are not well understood; for instance, how should an appointee with a majority percentage as an associate dean be reviewed under the normal merits and promotions process? While recognizing that the present policy is being updated due to removal of most deans from the SMG process, which does not apply to associate deans, UCPB also suggests that there should be a review of policies governing associate deans.

Sincerely,



Patricia Conrad
UCPB Chair

cc: UCPB
Martha Winnacker, Senate Executive Director



March 19, 2009

MARY CROUGHAN
Chair, Academic Council

Subject: Proposed revisions to APM 240 (Deans)

Dear Mary,

On March 9, 2009, the Divisional Council (DIVCO) of the Berkeley Division discussed the proposed revisions to APM 240 (Deans), informed by the comments of the divisional committees on Budget and Interdepartmental Relations (BIR) and Educational Policy (CEP).

Echoing BIR, DIVCO raised the following concerns and points for clarification:

240-4 b Definitions. Academic Deans are “encouraged to pursue scholarly and professional activities” and it is appropriate that “time to be allotted” for these purposes.

This provision indicates that academic Deans will not abandon activities relevant to their faculty position and future step advancements. The assessment of any merit advancements or promotions on the faculty appointment by the Budget Committee will consider scholarly achievement, irrespective of the amount of “time” available or allotted to the Academic Dean for his or her research program. Academic personnel reviews should not be expected to adjust or relax expectations according to such a time element, particularly in the case of promotion or threshold advancement.

240-16 b. Restrictions

The proposed revision eliminates the position of part-time academic Deans. We presume that this new policy reflects previous problems experienced in the service of part-time Deans, or perhaps the rarity with which such appointments have occurred. Nonetheless, it might be beneficial to provide for the appointment of a part-time academic Dean on an exceptional

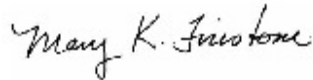
basis, particularly as one of the options in the case of Acting or Interim Dean, as specified at 240-17 b.

240-18 b (1). Salary: “annual merit advancements for Deans

Faculty merit increases are not annual. In the case of the Berkeley campus, accelerated merit advancements are allowed only in special cases. What is the justification for annual merit reviews for administrative appointments that would not be equally relevant to faculty without administrative appointments? If this is needed to keep salaries competitive or to motivate strong performance, then the same logic would hold in the case of all faculty.

DIVCO also discussed CEP’s concerns about proposed revisions to APM 240-4(b), which strikes the language: “A Divisional Dean may also head an intercollege/school division.” It appears as though the revised policy eliminates this definition. Our division seeks clarification as to whether this is the intent. The Berkeley campus has deans who oversee intercollege/school programs and units. DIVCO feels strongly that campuses should retain the flexibility to structure deanships to meet campus needs.

Sincerely,



Mary K. Firestone
Chair, Berkeley Division of the Academic Senate
Professor, Environmental Science, Policy and Management

Cc: Christopher McKee, Chair, Committee on Budget and Interdepartmental Relations
Ignacio Navarrete, Chair, Committee on Educational Policy
Aimee Larsen, Manager, Committee on Budget and Interdepartmental Relations
Mary Graham, Acting Manager, Committee on Budget and Interdepartmental Relations
Lili Goldsmith, Senate Analyst, Committee on Educational Policy
Patti Owen, Assistant Vice Provost–Academic Personnel



Office of the Academic Senate
3700 Berkeley Place South
Irvine, CA 92697-1325
(949) 824-2215 FAX

March 17, 2009

Mary Croughan, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

**RE: SYSTEMWIDE REVIEW OF THE PROPOSED REVISIONS TO ACADEMIC
PERSONNEL POLICY 240 - DEANS**

At its meeting of March 10, 2009, the Irvine Division Academic Senate Cabinet reviewed the proposed revisions to Academic Personnel Policy 240-Deans. The Cabinet noted that the main point of the intended revisions is to provide greater clarity as to the role of deans as high level academic administrators on the campus. However, several points indicate that certain considerations provided to this group significantly differ from those applied to faculty. It is worth noting that a) APM 240-18a allows different comparison institutions for Deans, while faculty are compared to the standard set of the Comparison Eight; b) that APM 240-18b(1) provides for annual administrative raises in addition to the regular faculty merit raises deans are also eligible for; and c) that APM 240-20 allows deans more outside professional activity than faculty are allowed (including consulting, service on up to three for-profit boards, and a separate provision for attending conferences), although deans are, according to APM 240-18e, being compensated for "full time" administrative service.

Moreover, the following revisions (in red) were suggested:

- 240 – 4 b. Deans of the academic heads of their units are persons of scholarly and, where appropriate, professional, accomplishment. They are encouraged to continue to engage in scholarly, professional and **teaching** activities, if possible and to the extent consistent with their decanal responsibilities, and its therefore appropriate for time to be allocated to them to engage in these activities.
- 240-80 b (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. **In all cases, the faculty of the Division, College, School, or other relevant academic unit shall also be consulted regarding the reappointment after the Five-year review of the Dean.**

The Irvine Division appreciates the opportunity to comment.

A handwritten signature in black ink, reading "Jutta Heckhausen". The signature is written in a cursive style with a large initial "J" and a long, sweeping underline.

Jutta Heckhausen, Senate Chair

C: Martha Kendall Winnacker, Executive Director, Academic Senate



ACADEMIC SENATE EXECUTIVE OFFICE
LOS ANGELES DIVISION
3125 MURPHY HALL
LOS ANGELES, CA 90095-1408

PHONE: (310) 825-3851
FAX: (310) 206-5273

March 19, 2009

Mary Croughan
Chair of the Academic Council
University of California

In Re: Proposed Changes to APM 240

Dear Mary,

Thank you for the opportunity to opine on the proposed revisions to APM 240. Upon receipt of the proposal, I specifically requested that the Faculty Welfare Committee (FWC), the Council on Academic Personnel (CAP), and the Council on Planning and Budget (CPB) opine. Although CAP had no comment, I'm attaching the responses from CBP and FWC. The Executive Board, which speaks for the Division on such matters, endorsed the responses from CPB and FWC. In summary, the UCLA Academic Senate cannot support the proposal as written, for the following reasons:

- The proposal would benefit by reassessing the balance that deans must strike between scholarly and professional activities as members of the faculty, and their administrative duties. Of great concern to the Council on Planning and Budget, and echoed by the Executive Board, is that the proposed changes would serve to undermine the dean's ability to effectively administer decanal duties by overemphasizing scholarship.
- Concerns were raised regarding the deletion of clauses that stipulate that deans and provosts serve at the pleasure of the Chancellor. Before endorsing or opposing such a change, we request information justifying and explaining the rationale for such a change.

Please do not hesitate to contact me, should you have any questions. We look forward to future drafts of the proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael S. Goldstein".

Michael S. Goldstein
UCLA Academic Senate Chair

Cc: Martha Kendall Winnacker, Executive Director, UC Academic Senate
Jaime Balboa, CAO UCLA Academic Senate

March 13, 2009

Michael Goldstein
Chair, Academic Senate

RE: Proposed Revision of APM 240 (Deans)

Dear Professor Goldstein:

The Proposed Revision of APM 240 was discussed at the Council on Planning and Budget meetings on February 23 and March 9, 2009.

CPB recognizes that the proposed revision aims to clarify the role of dean “as a high level academic administrator” and appreciates why the wording of the document places such a strong emphasis on the appointment of deans on the basis of “scholarly or, where appropriate, professional, accomplishment.” Evidently, the proposal aims to separate some deans from the Senior Management Group (SMG) and treat them as faculty members who are subject to all Academic Personnel policies. In principle, CPB welcomes the idea that deans should be appointed, like faculty, on the basis of their track record in the scholarly or professional world. Yet it is also clear to CPB that the proposal indicates that deans will not be treated on the same terms as faculty in relation to compensation, allocation of time, and sabbatical leave. As a consequence, the proposal appears somewhat contradictory, if not incoherent. On the one hand, the document suggests that deans should “continue to engage in scholarly and professional activities” through an appropriate amount of time “allotted to them to engage in these activities.” On the other hand, the proposal aims to provide deans with compensation, merit increases, and outside compensation opportunities in a framework that differs markedly from that available to faculty.

Salary and Merit Increases

Even though the proposal aims to treat deans as distinguished faculty members, it states that there will be a separate “salary range for Deans” (APM 240 18a(1)). It would make greater sense to appoint deans to a base academic salary that reflects their scholarly seniority. Further compensation, in recognition of a dean’s prior administrative experience and administrative service, could be added to this base salary in the form of additional stipends or off-scale. This model would also assist in determining salary in relation to market conditions.

The proposed system of annual merit increases, especially in a time of budgetary crisis, looks ill-advised. The idea that deans might receive increases in compensation every twelve months when faculty largely follow a cycle of tri-annual reviews looks unfair. Surely deans should receive an academic base salary that is subject to range adjustments (when available) like every other faculty member. The suggested annual merit increases appear unnecessary when the suggested revisions state that deans will have their compensation reassessed at the end of a five-year review (see APM 240 18a(2)).

Support for Professional and Scholarly Activities

The proposal provides noticeably large amounts of time for deans who wish to engage in professional and scholarly activities. APM 240-20(c)3 indicates that deans can undertake up to forty-eight days of compensated outside professional activities. Similarly, in APM 240-60(a)3, deans are granted no more than thirty days for attending international conferences and related scholarly activities. In 240-20(a)1, deans may serve on no more than three for-profit boards that are not part of the UC system. Further, in APM 240-20(c)4, deans may engage in compensated professional activity up to twelve University workdays per fiscal year without deducting from vacation leave balances. Taken together, these are large portions of time that permit deans to pursue non-administrative activities, some of which provide additional compensation.

While CPB respects the idea that such provisions aim to uphold deans' scholarly and professional standing, the Council believes that UCOP should reconsider these revisions because they suggest that deans could (in theory) spend in total up to *ninety* days in activities that are not related to their administrative duties. Deans' administrative compensation, after all, is based on a twelve-month, not nine-month, model. To be sure, APM 240-20(c)4 recognizes that any compensated outside activity in excess of twelve University workdays will involve drawing on accrued vacation leave. Likewise, APM 240-60(a)3 states that deans who devote additional time beyond thirty days devoted to scholarly activities must draw on accrued vacation. But it is hard to imagine how it might be possible to accrue any vacation at all if deans maximize the opportunity to devote *ninety* days to both compensated professional activities and scholarly research and related academic pursuits.

Sabbatical Leave

CPB appreciates the principle that deans should accrue sabbatical leave during their period of office. Yet, given the generous provisions for outside professional compensation and the pursuit of scholarly activities, it is not clear why deans should take sabbatical leave on an administrative salary. During sabbatical deans should surely be compensated with their academic base salary only.

APM-60(e)3 should clarify the basis on which deans who return to a regular faculty appointment should be compensated during transition leave through their administrative salary rate. Surely compensation for transition leave should be restricted

to the base academic salary, since the deans will be entering a period that does not involve administrative responsibilities.

Conclusion

Although the proposed revisions to APM 240 aim to respect the fact that deans should be supported so that they can maintain their professional and/or scholarly standing, the suggested changes to the manual could result in undermining the demanding administrative responsibilities that come with decanal positions. The authors of the proposed revisions need to reassess the balance that deans should strike between scholarly and professional activities, on the one hand, and administrative responsibilities, on the other hand.

In sum, the suggested changes seem to favor deans undertaking professional and scholarly pursuits in a manner that might seriously distract attention from their decanal role. At the same time, the changes make generous provisions for deans to strengthen their professional and scholarly identity in a framework that differs noticeably from the review process to which all other faculty members are subject. In other words, the authors of the proposal need to reevaluate whether the provisions in APM 240 acknowledge that deans are *either* primarily faculty members who have been appointed to undertake high-level administrative duties *or* academic administrators who need to maintain their scholarly and/or professional standing. The proposed revisions satisfy neither of these definitions of the academic and administrative duties that a dean should be expected to perform during a five-year period of office.

Please feel free to contact me if you have any questions.



Joseph Bristow
Chair, Council on Planning and Budget

cc: Jaime Balboa, Chief Administrative Officer, Academic Senate
Robin Garrell, Vice Chair, Academic Senate
Linda Mohr, Assistant Chief Administrative Officer, Academic Senate
CPB Members



MEMORANDUM

Academic Senate Executive Office
Los Angeles Division
3125 Murphy Hall
140801

March 13, 2009

To: Michael Goldstein
Academic Senate, Chair

From: Mitchell Wong
Faculty Welfare Committee, Chair

Re: Senate Item for Review: Proposed Revisions to APM 240

The Faculty Welfare Committee reviewed and discussed the proposed revisions to APM 240 at their meeting on March 10, 2009. The Committee endorsed the proposed revisions in APM 240, but has the following questions and concerns:

- (1) 240-16a indicates that the Dean shall hold a concurrent University appointment in an Academic Senate faculty title. This raises the following questions:
 - a. How are the step and rank and academic promotions determined for Deans? Are Deans subject to the rules and regulations as defined by The CALL. 240-14a says "Except as specifically modified or addressed in APM - 240, Deans are subject to all Academic Personnel policies (APM)." Does this sufficiently cover this question about academic appointment and promotions?
 - b. Are there any current Deans who do not currently hold an Academic Senate faculty title? If so, how does 240-16a affect these current Deans without an Academic Senate faculty title? Are they allowed keep their current title or are they required to switch titles?
- (2) 240-18a. Salary Determination
 - a. 240-18a indicates that the salary range of Deans as established and maintained by the Office of the President is to be used as the basis for determining appointment salary. Does this imply that a determined salary is required to be within the salary range of current Deans? If so, then this should be explicitly stated. If not, should there be additional procedure/oversight if the determined salary is "out-of-range", e.g. approval by the Office of the President?
- (3) 240-18b. Merit Increases
 - a. No mention is made in this section of the Indexed Compensation Level in determining salary or merit increases. Section 240-24, which covers the issue of authority in choosing Deans and determining salary compensation, states that the Chancellor has "the authority to...approve Dean's appointment salary and appropriate salary increases

up to the established Indexed Compensation Level in accordance with campus procedures.”

- b. Are merit increases also restricted by salary range of Deans?

(4) 240-80b. Five-Year Review and Reappointment

- a. Just as with the initial appointment of Deans (240-16c), we suggest similar language in reappointment, specifically that the Academic Senate and faculty of the Division, College, School or other similar academic unit shall be consulted on Dean reappointments.
- b. 240-80b is unclear about who shall participate in the advisory committee that reviews the Dean’s performance and accomplishments. It should clarify that the committee is to include faculty of the Division, College, School or other similar academic unit.
- c. Review should be concurrent with re-appointment for Deans who have been appointed for fewer than 5 years.

We thank you for the opportunity to participate in this process.

Cc: Jaime Balboa, Chief Administrative Officer, Academic Senate
Dorothy Ayer, Assistant to the Chair, Academic Senate
Brandie Henderson, Policy Analyst, Academic Senate

UNIVERSITY OF CALIFORNIA

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO



SANTA BARBARA • SANTA CRUZ

OFFICE OF THE ACADEMIC SENATE
MARTHA CONKLIN, CHAIR
mconklin@ucmerced.edu

UNIVERSITY OF CALIFORNIA, MERCED
5200 N. LAKE ROAD
MERCED, CA 95344
(209) 228-7954; fax (209) 228-7955

March 18, 2009

MARY CROUGHAN, CHAIR SYSTEM-WIDE ACADEMIC SENATE

RE: Review of Academic Personnel Manual 240-Deans

Merced's Committee on Academic Personnel reviewed the proposed revised Academic Personnel Policy 240 – Deans. They discussed the deleted and new text and found that the revisions had the desired effect of creating greater clarity as to the role of the Dean. Both CAP and the Divisional Council look forward to the forthcoming proposed academic personnel policies on other faculty administrator titles such as Vice Provost, College Provost, and Department Chair.

Sincerely,

A handwritten signature in black ink, appearing to read "Martha Conklin".

Martha Conklin, Chair



CHAIR, ACADEMIC SENATE
RIVERSIDE DIVISION
UNIVERSITY COLLEGE BUILDING, RM 225

ANTHONY W. NORMAN
DISTINGUISHED PROFESSOR OF BIOCHEMISTRY
AND BIOMEDICAL SCIENCES
RIVERSIDE, CA 92521-0217
TEL: (951) 827-5538
E-MAIL: ANTHONY.NORMAN@UCR.EDU
SENATE@UCR.EDU

March 5, 2009

Mary Croughan
Professor, Obstetrics, Gynecology, and Reproductive Sciences
Chair, UC Systemwide Academic Senate
1111 Franklin St., 12th Floor
Oakland, CA 94607

Dear Mary:

RE: PROPOSED REVISED ACADEMIC PERSONNEL POLICY 240 - DEANS

The proposed revision to Academic Personnel Policy 240 was reviewed by the Committee on Academic Personnel, Rules and Jurisdiction and Faculty Welfare. Faculty Welfare was in unanimous agreement with all of the proposed changes with the exception of the proposed policies on sabbatical leave. They were unanimous in the opinion that Deans (and others in this series), should they decide to take sabbatical leave immediately following their administrative appointment, receive salary and benefits during the sabbatical leave that reflect their faculty appointment (and not their past administrative appointment). The rationale for this decision is simply based on the fact that sabbatical leave is to be taken in the pursuit of scholarly activity while fulfilling one's faculty obligations. Consequently, the remuneration given while on leave should reflect that of a faculty appointment and not an administrative appointment.

Sincerely yours,

A handwritten signature in blue ink that reads "Anthony W. Norman".

Anthony W. Norman
Distinguished Professor of Biochemistry and
Biomedical Sciences; and
Chair of the Riverside Division

CC: Martha Kendall Winnacker, Executive Director of the Academic Senate
Sellyna Ehlers, Director of UCR Academic Senate office



1156 HIGH STREET
SANTA CRUZ, CALIFORNIA 95064

Office of the Academic Senate
SANTA CRUZ DIVISION
125 CLARK KERR HALL
(831) 459 - 2086

March 19, 2009

Mary Croughan, Chair
Academic Council

RE: UCSC Response to Revised APM 240 Appointment and Review of Academic Deans

Dear Mary,

The UC Santa Cruz Division reviewed the proposed changes to APM 240. Our committees on Academic Personnel (CAP) and Planning and Budget (CPB) reviewed the proposed changes. We support many or most of the portions of the proposed policy, including ensuring that consultation with the Senate must occur prior to a decanal appointment and streamlining the Regental role in approving administrators' salaries by removing some deans from the Senior Management Group (SMG) designation and delegating authority to chancellors. However, there were some specific concerns that were raised about parts of the policy. The concerns fall into two categories: first, associated with the long-standing difficulties in how the academic side of the house should treat the "professorial" assessment of a Dean; and second, from the seeming intent of the policy to define a class of Deans as "academic administrators," and the compatibility of their retention policies and merit advancement procedures with those on the academic side of the house.

Scholarly Expectations While the proposed policy revisions pertain primarily to the administrative review of deans, and not to the "professorial" side of the personnel review process, the proposed APM 240-4b explicitly states that Deans "are encouraged to continue to engage in scholarly and professional activities, if possible and to the extent consistent with their decanal responsibilities, and it is therefore appropriate for time to be allotted to them to engage in these activities." We are in agreement with this revised wording.

We note, however, that this is the sole mention within the policy of the professorial side of the Dean's responsibilities, and provides no guidance on how to consider research productivity or teaching performance in professorial reviews of Deans. Such professorial reviews of administrators are always quite difficult, because it is not clear how to evaluate the research and teaching components of these files given that Deans occupy essentially full-time service positions—indeed, if Deans do rotate in-and-out of the faculty, then an inability to determine what the appropriate assessment of scholarly activity for a Dean could handicap (or conversely, benefit) individuals during the faculty personnel process—and no guidance is available for how to make an assessment of what the scholarly expectations for a Dean are. Hence, some

additional guidance on how to assess such cases, and in particular in how to determine what “the extent [of scholarly activity] consistent with their decanal responsibilities” might be would be very helpful.

Retention and Advancement Policies Section 240-14 c creates two subgroups of deans, dividing academic deans from all others. The principle that divisional deans are “academic heads” (240-4b) is one that we support, but as implemented in these changes to APM 240, several problems could arise in relation to compensation. The basic issue here is that the compensation processes differ markedly from those on the academic side of the house.

Compensation is based on a completely separate review process from the process by which faculty are reviewed. Unlike general faculty, deans are to be reviewed annually and considered for annual raises: there seems to be no role for peer or Senate review of the deans, except at five-year intervals—and this is at marked odds with practice on the academic side of campuses. Moreover, Section 240-18 a appears to conflate merit and market forces, and it is not obvious why a dean’s salary is not set as his/her academic base salary, combined with stipends or off-scale to recognize administrative service on the one hand, and market conditions on the other. We support the principle of competitive salaries, but it is not clear that UC has had more trouble retaining deans than (for example) faculty. Similarly, 240-18 a (3) is problematic because it compares deans’ salaries to those at different (and seemingly intentionally ambiguous) comparison institutions. Yet, the faculty is typically compared only to the Comparison 8. UC does not systematically use salaries from institutions outside that group for different disciplines in adjusting salary scales, and hence this seems like a policy that could be fraught with inconsistencies and anomalies.

To conclude, while UCSC support the general intentions of the policy, we would like to see the policy revised.

Sincerely,

A handwritten signature in black ink, appearing to read "Quentin Williams". The signature is fluid and cursive, with the first name "Quentin" and last name "Williams" clearly distinguishable.

Quentin Williams, Chair
Academic Senate
Santa Cruz Division



OFFICE OF THE ACADEMIC SENATE

9500 GILMAN DRIVE
LA JOLLA, CALIFORNIA 92093-0002
TELEPHONE: (858) 534-3640
FAX: (858) 534-4528

March 19, 2009

Professor Mary Croughan
Chair, Academic Senate
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

SUBJECT: Proposed Changes to Academic Personnel Policy (APM) 240: Appointment and Promotion – Deans

Dear Chair Croughan:

In response to your request of January 23, the San Diego Division sought and received comment from the appropriate Divisional committees on the proposed changes to APM 240. Divisional reviewers were generally supportive of the proposed changes, noting that the aspects of the Divisional Senate's involvement in the appointment and promotion processes appear to remain unchanged. The following specific comments were made:

- 240-60, Sabbatical Leave Accrual & 240-60, Transition Leave
Reviewers agreed that it is appropriate that Deans, who remain scholars while serving as administrators, should accumulate sabbatical leave credit and that such accumulated sabbatical leave credit could be used as transition leave. However, for administrators returning to their academic faculty position, transition leave pay should be determined by faculty rank rather than by administrative rate. Administrators' salaries are increased in recognition of their work load, but that increased salary is not justified when they are retooling for their academic endeavors.
- 240-80, Review Procedures
Some reviewers thought it important to include language regarding a performance standard, noting that "adequate" or "good" performance is not sufficient given the importance of effective administration to the University. They suggested adding a third bullet: "(3) A Dean's overall performance should be judged as distinguished or highly meritorious in order to be reappointed."

Sincerely,

A handwritten signature in black ink, reading "Daniel J. Donoghue".

Daniel J. Donoghue, Chair
Academic Senate, San Diego Division

cc: W. Hodgkiss



Academic Senate
senate.ucsf.edu

February 27, 2009

Martha Kendall Winnacker, JD
Executive Director, Academic Senate
University of California Office of the President
1111 Franklin St., 12th Floor
Oakland, CA 94106

Re: Review of the Proposed Modifications to APM 240 (Deans)

Dear Executive Director Winnacker:

The Committee on Academic Personnel reviewed the Proposed Modifications to APM 240 (Deans) and recommends approval of the revisions. The Committee also noted that the revised policy does not apply to those under the Health Sciences Compensation Plan.

Should you have questions or need more information, please contact me at dgardner@diabetes.ucsf.edu.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Gardner', with a stylized flourish at the end.

David Gardner, MD
Chair, UCSF Academic Senate



UNIVERSITY COMMITTEE ON ACADEMIC PERSONNEL (UCAP)
Steven Plaxe, Chair
splaxe@ucsd.edu

Assembly of the Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200
Phone: (510) 987-9466
Fax: (510) 763-0309

March 18, 2009

MARY CROUGHAN, CHAIR
ACADEMIC COUNCIL

Re: PROPOSED REVISIONS TO APM 240

Dear Mary,

UCAP reviewed the proposed revisions to APM 240 during its meeting on March 10, 2009. The committee feels that procedures for appointment and merit review of academic Deans should keep clearly separate that part of personnel action which concerns a Dean's administrative appointment and that part which concerns his or her faculty appointment. Further, procedures for appointment and merit review of Deans' administrative appointment should not violate the spirit of the broad APM guidelines for the appointment and review of faculty and should not operate in any manner that threatens to compromise the personnel process applying to the academic appointment.

Academic personnel reviewers should not be expected to adjust, or relax, expectations for academic advancement, particularly at the time of consideration of promotion.

Sincerely,

A handwritten signature in cursive script that reads "Steven Plaxe".

Steven Plaxe, Chair

UCAP



UNIVERSITY COMMITTEE ON COMPUTING AND COMMUNICATIONS (UCCC)
Lisa Naugle, Chair
lnaugle@uci.edu

Assembly of the Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200
Phone: (510) 987-9466
Fax: (510) 763-0309

March 3, 2009

**MARY CROUGHAN, CHAIR
ACADEMIC SENATE**

RE: PROPOSED REVISIONS TO APM 240, DEANS

Dear Mary,

UCCC reviewed the proposed revisions to APM 240, Deans, during its February 27, 2009 meeting and has the following feedback.

240-18 Salary a. Determination of Salary
(2) Prior administrative experience.

UCCC recommends that this section be changed to: "Prior relevant administrative experience should be considered in determining appropriate salary."

240-24 Authority a. Appointment of a Dean or Provost

UCCC recommends against removing this statement: "The Chancellor, in consultation with the Academic Senate, shall appoint a committee to advise in the selection of a Dean or Provost."

240-24 Authority b.

UCCC recommends against removing this section and a slight revision: "The Chancellor has the authority to appoint an Acting Dean or Acting Provost in accordance with local campus procedures. The appointment of an Acting Dean or Acting Provost shall be a temporary appointment ~~normally for a period not to exceed twelve months.~~"

240-24 Authority d.

UCCC recommends against removing this section: “Deans and Provosts and acting appointments to those titles serve at the discretion of the Chancellor. The Chancellor may end the appointment of a Dean or Provost at will and at any time, after discussion with an appropriate group of the faculty determined by the Chancellor after consultation with the Chair of the Division of the Academic Senate.”

UCCC appreciated the opportunity to review the proposed revisions to APM 240. Please contact me if you have any questions regarding the committee’s feedback.

Sincerely,

A handwritten signature in cursive script that reads "Lisa Naugle". The signature is written in dark ink and is positioned above the typed name.

Lisa Naugle, Chair
UCCC



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)

Patricia A. Conrad, Chair

paconrad@ucdavis.edu

Assembly of the Academic Senate

1111 Franklin Street, 12th Floor

Oakland, CA 94607-5200

Phone: (510) 987-9466

Fax: (510) 763-0309

March 16, 2009

MARY CROUGHAN, CHAIR
ACADEMIC COUNCIL

Re: Proposed Revisions to APM 240

Dear Mary,

The University Committee on Planning and Budget (UCPB) has reviewed UCOP's proposed revisions to APM 240 (deans). UCPB supports the goal of streamlining the Regents' role in approving administrator's salaries by removing some deans from the Senior Management Group (SMG) designation and delegating authority to chancellors. However, the proposed policy features enough shortcomings that UCPB cannot support the proposed revisions as a set. We recommend a number of changes before this policy is adopted. Our specific concerns are grouped below according to (i) compensation, (ii) allocation of time, and (iii) miscellaneous.

(i) Compensation

Concerning compensation, the policy is based on the principle that deans are *academic* leaders who are encouraged to continue their scholarly careers. Yet their compensation is based on a completely separate review process from the one by which faculty are reviewed, and even a separate budget. Specifically, unlike the general faculty, deans are to be reviewed annually and considered for annual raises, which faculty do not receive. There seems to be no role for peer or Senate review of the deans, except at five-year intervals.

UCPB recognizes the appropriateness of using prior experience and market conditions in setting salaries; indeed, paying competitive salaries to all employee groups should be UC policy. However, if the dean is first and foremost a faculty member, it is not obvious why the dean's salary would not be set as his/her academic base salary, combined with stipends or off-scale to recognize administrative service on the one hand, and market conditions on the other. UCPB supports paying competitive salaries, but it is not clear that UC has more trouble retaining deans than faculty. The Academic Senate has previously urged that the salary gaps of our highest-compensated employees not be addressed first, and that same observation applies here.

We are concerned that 240-18 a (3) allows for "cherry-picking," in which different deans might be compared to their peers at different comparison institutions for salary setting. The UC faculty

is compared to the “Comparison 8” group, and we do not see any evidence that UC makes systematic use of salaries from institutions outside that group for different disciplines in adjusting salary scales, only off-scale.

240-18 b (1) provides for annual increases, and also cites “availability of funding.” This suggests a separate process for funding administrative merit increases, further separating deans from other faculty. Even given their higher salaries, the budget required for funding decanal raises should be minimal, compared to the cost of faculty merit or range increases. As a result, we see the possibility that deans will receive raises when other faculty do not, and feel that this is not a good idea. If a dean’s starting salary is set appropriately, we see no reason why annual increases (as distinct from what is done upon reappointment after a five-year review) should exceed the range adjustments faculty receive in the same year.

(ii) Allocation of time

The policy indicates that a dean is compensated for “full time” administrative service (240-18 e). We are aware of no reason for removal of the possibility that a dean might be appointed on a part-time basis, yet 240-16(b) has been revised to remove that option.

In spite of their full-time administrative status, provisions are made for deans to devote a portion of their time to scholarly pursuits (240-4(b)), but no provisions are included for determining the appropriate amount of time spent that way, and authority for approval of the dean’s choices has not been specified. We note that a dean is in a unique position to allocate budget to appoint one or more associate deans, delegating significant responsibilities, and we do not see any place in the proposed revisions where the dean is accountable for those choices. The dean is compensated for administrative service that s/he has funding that could provide for someone else to perform that service. Moreover, the time devoted to scholarly pursuit is not linked to other time spent not engaging in the dean’s responsibilities. The various parts of 240-20 add up to quite a bit of time away from administration.

Specifically, deans may serve on up to three for-profit boards (and presumably additional non-profit boards), with governance responsibilities. A dean may also engage in a maximum of 48 calendar days – nearly one week out of every month – of compensated outside professional activity per year, including 12 University workdays, without deducting from vacation leave balances. It is noted that they can engage in more than 12 workdays, if they use accrued vacation leave. Since some deans may be appointed on an academic-year basis, will they even accrue vacation leave? On top of this, there is a separate provision for attending international conferences and related scholarly activities (240-60(a)).

UCPB feels that faculty members who are compensated as if they are members of SMG should be subject to considerably more stringent rules governing the allocation of their time. We would like to know the results of a comparison of UC policies to those of other institutions.

Specifically, if we are to set deans’ salaries based on market comparisons, are we comparing part-time deans at UC to full-time deans elsewhere? We would also like to know whether UC is having trouble recruiting or retaining deans, in determining whether these generous provisions need to be maintained.

(iii) Miscellaneous

Sabbatical Leave

UCPB observes that deans accrue sabbatical leave, but may take sabbatical leave while appointed as dean. If this is for scholarly pursuits, it is not clear why the leave would be paid at a dean's salary, rather than the individual's base salary as a faculty member.

We also question the reasoning in 240-60(e.3.), which establishes that the rate of pay for transition leave is determined by when the leave credits were earned, rather than the purpose of the leave. We do not see why a leave to "return to teaching" or "restart a research program" requires a dean's salary.

Other

240-16(a) stipulates that deans shall hold an Academic Senate faculty title. Reference to the place in the APM where those are defined should be retained.

240-16(c) stipulates that faculty should be consulted regarding the "selection" of a dean. We would like to see this changed to the "selection or reappointment"

Finally, UCPB notes that the policy pertains to deans, but not the associate deans they appoint. In some units, there appears to be a proliferation of such appointments. Moreover, the conditions of those appointments are not well understood; for instance, how should an appointee with a majority percentage as an associate dean be reviewed under the normal merits and promotions process? While recognizing that the present policy is being updated due to removal of most deans from the SMG process, which does not apply to associate deans, UCPB also suggests that there should be a review of policies governing associate deans.

Sincerely,



Patricia Conrad
UCPB Chair

cc: UCPB
Martha Winnacker, Senate Executive Director