UNIVERSITY OF CALIFORNIA **ACADEMIC SENATE**

CRITERIA FOR THE GUIDANCE OF CHANCELLORIAL REVIEW COMMITTEES

The following criteria to guide the gathering of data about chancellorial performance are organized under four somewhat overlapping heads. The listing is not definitive and is not intended to be limiting. On the other hand, in given cases, it may not be possible to gather, in the time available, data relevant to all criteria, or some criteria may be inappropriate.

LEADERSHIP ABILITY

- creativity and originality of intellectual, academic and administrative ideas
- clarity with which institutional goals and academic standards are formulated and articulated
- resourcefulness in gaining support and acceptance of innovative plans to develop the campus to levels of still higher academic excellence
- ability to motivate faculty, students, staff and the community and to inspire confidence, trust and respect

DECISION-MAKING ABILITY

- originality and creativeness of own ideas
- openness and receptivity to new ideas from diverse constituencies
- ability to search campus and its environment for innovative opportunities to initiate necessary improvements
- skill by which essential data are gathered and evaluated to make relevant, high-quality decisions
- ability to mobilize and allocate resources in conformance with academic and administrative plans
- effectiveness in designing and scheduling short-term and long-term plans

ADMINISTRATIVE AND MANAGERIAL SKILLS

- ability to translate goals and plans into operational programs which produce desired outcomes
- ability to recruit, select and retain effective administrators
- ability to supervise effectively and to inspire managerial staff
- ability to evaluate performance of administrators and constructively develop their potential and provide for their training
- fairness and justice in administration
- openness of communication; ability to seek and receive a wide variety of information to understand the campus and its environment
- diagnostic ability in problem-solving; ability to analyze important, unexpected problems and take appropriate corrective action
- flexibility and adaptability in changing environments while pursuing fundamental institutional goals

REPRESENTATIONAL ABILITY

- national and international recognition as academic leader and ability to stand as symbolic head of the campus
- knowledge of campus in all its components
- sensitivity to and awareness of campus and community attitudes and needs
- ability in developing network of internal and external contacts to serve as information nerve center for the campus
- ability to represent the campus effectively in major negotiations
- ability to generate support among external constituencies

(3.01.01 format updated)

REVIEW OF CHANCELLORS[1]

The Academic Senate will participate in the President's periodic review of the campuses by providing the President with a faculty review of the Chancellor's leadership. This review will occur between the fourth and fifth anniversaries of appointment of a new Chancellor and at approximately five-year intervals thereafter. Earlier reviews may be undertaken by the President at his or her discretion.

Senate assessment of the Chancellor's leadership will be based on documentary evidence which includes the following:

1. Letters solicited from all of the members of the Academic Senate on the campus under review.

2. Letters specifically solicited from members of the Academic Senate on the campus under review who have been active in the affairs of the Divisional Senate and who are recommended for this purpose by the Chair of the Divisional Senate; and

3. A letter from the current Divisional Chair reflecting opinions of all Divisional Chairs who have served during the period under review.

The Chair of the Academic Council will by letter request an evaluation of the Chancellor from each of these groups and the current Divisional Chair. If the Chancellor so requests, the letter may include a brief biographical statement (not to exceed one page) prepared by the Chancellor describing the Chancellor's professional career, major accomplishments, and/or aspirations for the campus. The request from the Chair of the Academic Council will also include the attached "Criteria for the Guidance of the Chancellorial Review Committees" as a guide to matters that respondents might address. The request also will advise respondents that letters are confidential but that the Chancellor being reviewed is entitled to request copies of the text of letters upon which the review is based. If the Chancellor requests copies, the letters will be redacted to remove identifying information such as the letterhead and signature block, but the text of the letters will not be revised to remove identifying information within the text.

The letter to the faculty will be sent as early in the process as possible. A month or two before the ad hoc evaluation committee meets, the Divisional Chair will send an email reminder to all faculty.

In consultation with the President, the Chair of the Academic Council will appoint five members of the Academic Senate to constitute an ad hoc evaluation committee to prepare a report to the President. Three members of the committee will be members of the Divisional Senate of the campus under review. These three members shall be appointed from a list of nominees submitted to the Chair of the Academic Council by the Divisional Committee on Committees of the campus under review. The remaining two members, one of whom will serve as the chair of the ad hoc committee, must be members of the Divisional Senate of different campuses. The Chancellor under review will be invited to submit, or to designate the Executive Vice Chancellor (or equivalent) to submit, to the President a list of individuals whose impartiality the Chancellor or Executive Vice Chancellor believes to be in doubt. The President will advise the Chair of the Academic Council if any individuals proposed for appointment to the ad hoc committee are questioned by the Chancellor. Membership of the ad hoc evaluation committee will be known only to the President and Chair of the Academic Council.

[1] This revised version was endorsed by the Academic Council on June 7, 2000

The ad hoc evaluation committee will prepare a confidential report to the President based on the letters received from 1, 2, and 3 above. In addition to all the letters organized by the campus's academic structure, the committee will receive copies of all solicitation materials, including material that identifies the active Senate members from whom letters were requested, and information about the campus's academic structure and faculty distribution within that structure. At the Council Chair's discretion, basic information about the campus that is available to the public (e.g., from the campus website) may be included. The purpose of the ad hoc evaluation committee's report is to prepare the President for discussions with the Chancellor concerning specific areas where performance is strong and areas in which performance could be improved. The report may also identify areas the committee believes should be examined but for which the committee lacked sufficient information. The ad hoc committee is not expected to render a comprehensive up-or-down judgment on the Chancellor's service, and its report will not be used in that manner.

The ad hoc committee will also submit a transmittal letter signed by each of the members.

A copy of the report (without the transmittal letter) and all the letters will be provided to the Chair and Vice Chair of the Academic Council who will review the report and certify to the President whether, in their judgment, the report fairly reflects the contents of the letters.

The report of the ad hoc committee, the committee's transmittal letter, the letters from campus faculty, and the certifying letters from the Chair and Vice Chair of the Academic Council will be provided to the President. Following review of these materials, the President will meet privately and in confidence with the chair of the ad hoc committee and the Chair of the Academic Council for a review of the report.

The President will then invite the Chair of the Division of the Academic Senate involved in the review to confer privately and in confidence regarding the Chair's assessment of the Chancellor's performance. At the President's discretion, during the meeting with the Divisional Chair, the President may confer specifically and in confidence regarding the President's assessment of the report and/or may share the report with the Divisional Chair, again in confidence.

Upon completion of these consultations, the President will meet privately with the Chancellor who will have an opportunity to review a copy of the ad hoc committee report. Sometime after that, the Chair of the Academic Council will meet privately with the Chancellor.

After the Chancellor has met with the President and then the Chair of the Academic Council, the Academic Council Chair will inform the ad hoc review committee, the Chair of the Division, and the faculty who submitted letters that the review process has been successfully completed. The substance of the review will remain confidential, and the informative rather than decisional purposes of the review will be reiterated. The Chair of the Division involved and the Chair of the Academic Council will report to the Academic Council on the effectiveness of the review procedure, without disclosing the substance of the ad hoc committee's report. Immediately thereafter all copies of the report and all supporting letters will be destroyed.