

Summary of Changes to Proposed Draft APM - 240

Philosophy

Reviewers asked that the philosophy of the policy be made clear: Are the primary duties of a Dean those of a senior faculty member appointed to an administrative role, or primarily those of an administrator with an underlying faculty appointment? Those who commented diverged in opinion whether the former or the latter definition should guide the policy.

The University of California recognizes the unique role of a Dean as the academic leader of a Division, College, School, or other similar academic unit, with senior-level administrative responsibility for the operations of the academic enterprise. Not surprisingly, there are sections within the policy that weigh either the academic or the administrative responsibilities and standards to which a Dean is held accountable. The policy acknowledges that single elements of this *dual role*, by nature of the position, cannot be circumscribed perfectly. The policy attempts to achieve balance in matters of accountability, performance standards, compensation, and benefits for those who are willing to serve in this significant, demanding, and pivotal role and to encourage senior, outstanding scholars to accept vital leadership positions.

Definition – APM - 240-4

Reviewers noted that Deans are responsible for affirmative action in employment practices under the terms of Executive Order 11246, and the responsibilities of UC in its role as a federal contractor. The proposed draft revision incorporates language recommended by the UC Affirmative Action/Equal Opportunity and Diversity Officers Group and endorsed by the UC Committee on Affirmative Action and Diversity (UCAAD).

Eligibility – APM - 240-14

Comments indicated questions when identifying Deans who would be eligible for governance under Academic Personnel policy. Generally, the intent of the policy is to reserve eligibility for those Deans appointed to degree-granting divisions, colleges, schools, or other similar academic units. A Dean with a concurrent title of Vice Chancellor and/or a Dean who reports solely to the Chancellor are subject to Senior Management Group (SMG) policies. Deans who are not covered by APM - 240 are those holding a working title, rather than formal payroll title of Dean, University Extension Deans, and Student Affairs Deans.

Salary – APM - 240-18

Some reviewers proposed a salary-setting methodology comprised of the individual's professorial salary, plus summer ninths if applicable, plus a stipend. This methodology disadvantages faculty positioned at lower ranks and steps. Modeling showed that a stipend scale would have to be extremely high to raise salaries to a level matching a Dean's responsibilities and comparable positions at other universities.

Further analysis led to an approach comprised of a unit salary aligned with competitive market-based pay, to reflect the responsibilities of Dean, rather than the individual's academic reputation. A proposed three-tiered scale, pending Regental approval, will provide greater flexibility to accommodate a discipline-specific orientation, and individual or campus differences within an academic discipline. Current Deans' salaries, available data from the traditional Comparison 8 institutions, and available data from the Comparison 26 institutions used by the SMG Program were considered as market benchmarks to develop the proposed salary scale.

Substantially similar jobs should be classified in the same tier. The Chancellor will determine salary based on the appropriate tier plus an analysis of Compensable Factors that include academic discipline; market; the size and scope of the job; and the complexity of responsibilities.

The administrative merit program is separate from the faculty merit program. The Office of the President will determine annually whether an administrative merit program may be established. Chancellors retain the flexibility to supplement funding for administrative merits.

The proposed draft policy adds as acceptable additional compensation payments for teaching summer session courses subject to the terms and conditions described in APM - 662.

To insure accountability and reporting, APM - 240-24-c adds provisions requiring Chancellors to report monthly and annually to the Office of the President any new decanal appointments or any salary increases for existing appointees.

Outside Professional Activities – APM - 240-20-c

Reviewers were supportive, although not unanimous, of a Dean's ability to participate in compensated outside activities, for up to 48 days total, the same maximum allowance offered to fiscal-year faculty. Deans must use accrued vacation leave for any outside compensated activities in excess of 12 days, which are counted as part of the 48-day maximum allowance.

Administrative Leave – APM - 240-60-d

The draft policy has been revised to specify that administrative leave may be granted in accordance with the APM - 758, which includes a return to service and repayment provisions. Sabbatical credits are forfeited during the administrative leave and do not accrue during the period of leave.

Sabbatical and Transition Leave – APM - 240-60-c and -e

Not surprisingly, these sections of policy generated a vigorous divergence of opinion related to the eligibility of Deans for sabbatical and/or transition leave, and the appropriate rate of pay. The intent of the policy is to compromise between those opining that sabbatical and transition leave should be paid at the faculty salary rate, and others opining that the salary rate should be based on the administrative pay rate. The policy requires manual calculation of the pay rate based proportionately on the dates leave credits were accrued.

New language has been inserted to confirm the return of service requirement and repayment provisions described in APM - 740-16-d.

Review Procedures – APM - 240-80

Reviewers requested clarification related to the administrative review process and the faculty review process. The revised draft language intends to emphasize the distinction between a personnel action covering administrative responsibilities and that which is related to the faculty review procedures described in APM - 210 and APM - 220. The annual review of a Dean is related to the Dean's administrative duties, distinct from his/her role as a faculty member. The Chancellor retains the discretion to define and to conduct an annual administrative review.

The academic personnel review process concerns the role of the individual as a faculty member and is not expected to be adjusted, or relaxed, for academic advancement.

Transition Issues

Lastly, reviewers were concerned about benefits offered currently to Deans under the SMG program. Existing benefit terms will be grandfathered for Deans who are removed from the SMG program and placed under the Academic Personnel program. The Senior Management Supplemental Benefit Program will remain in place for those Deans with tenured academic appointments who were appointed Dean prior to July 1, 1996. Deans removed from the SMG program and placed within the Academic Personnel program would be subject to the same APM - 025 rules as other faculty with additional provisions described in APM - 240.