

## **Appointment and Promotion: APM - 240 - Deans**

### **240-4 Definitions**

- a. An academic Dean is head of a Division, College, School, or other similar academic unit and has administrative responsibility for that unit. This assignment 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.
- b. As academic heads of their units, Deans are persons of scholarly and professional accomplishment. The University encourages their continued engagement as academicians in scholarly, professional, teaching, and University service activities, consistent with, but distinct from, their decanal responsibilities. Therefore, it is appropriate for time to be allotted to them to engage in these activities.

### **240-10 Criteria for Appointment**

Each Chancellor shall develop criteria for appointment of a Dean.<sup>1</sup>

### **240-14 Eligibility**

- a. Except as specified in APM - 240, Deans are subject to all Academic Personnel policies.
- b. Acting and interim Deans are subject to APM - 240 and to all Academic Personnel policies.
- c. A Dean with a concurrent title of Vice Chancellor and/or a Dean who reports solely to the Chancellor is governed by Senior Management Group policies.
- d. University Extension Deans and Student Affairs Deans are not covered by this policy.

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<sup>1</sup> In accordance with [APM - 100-6-d](#), the Chancellor may redelegate to a designee authority for implementing APM - 240.

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**240-16 Restrictions**

- a. A Dean shall hold a concurrent University appointment in an Academic Senate faculty title or an equivalent title (see [APM - 115](#), “Equivalent” Titles and Ranks).
- b. An appointment to the position of Dean shall be full time.
- c. Deans with concurrent appointments that are covered by the Health Sciences Compensation Plan are subject to [APM - 670](#), Health Sciences Compensation Plan.

**240-17 Terms of Service**

- a. Subject to APM - 240-20-a, appointments to the position of Dean shall normally be for a period of five (5) years, subject to reappointment. The Chancellor may approve a shorter service period. Appointments shall be made on a fiscal-year basis.
- b. Appointment as Acting or Interim Dean may be made either on an academic-year or fiscal-year basis, as determined by campus need.

**240-18 Salary**

Deans are positioned uniquely within the University system to serve as senior scholarly and professional leaders, thus, a fair and competitive salary structure must acknowledge this duality of purpose and attempt to achieve a balanced approach to decanal compensation. The full scope of decanal responsibilities must be considered in the context of the senior leader who bridges the University’s academic mission and administrative enterprise.

The Office of the President will publish a Deans Salary Structure, consisting of salary bands, each with established minimum and maximum ranges. The Chancellor will assign a unit salary to an individual Dean aligned with competitive market-based pay and based on compensable factors.

During the salary-setting process, the Chancellor shall review the matrix of compensable factors included with the Deans Salary Structure. Compensable factors to consider and weigh to determine salary are: academic discipline; core functions of the job (size, scope, and complexity); market-based benchmarks; University faculty salary rank and step; strategic prioritization of the Campus, Division, College, School, or similar academic unit; and challenges unique to the history of the Campus, Division, College, School, or similar academic unit.

**a. Determination of Salary**

- (1) **Dean Salary Range.** A salary range for Deans established and maintained by the Office of the President shall serve as a baseline for determining appointment salary.

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Adjustments to the salary range shall not automatically result in corresponding increases in individual salaries.

- (2) **Prior administrative experience.** Prior relevant administrative experience may be considered in determining appropriate salary.
- (3) **Market conditions and comparability.** To pay competitive total compensation in regional and national marketplaces, the Chancellor may consider external market comparability and other market-based conditions in determining an appropriate salary. Comparisons used to determine compensation shall be to institutions comparable to the rank and stature of the University of California and may be selected to address the needs of the individual schools and/or disciplines.
- (4) **Equity within the University of California System.** Comparisons with equivalent Dean positions and responsibilities within the University may be considered in determining an appropriate salary.
- (5) **Academic Senate faculty salary.** To encourage service as Dean, the Dean's administrative salary shall at all times remain greater than the Dean's University of California Academic Senate faculty salary.

**b. Merit Increases**

- (1) **Basis for Merit Increase.** A Dean shall be eligible for consideration of an annual merit increase associated with the administrative salary in accordance with campus procedures and the availability of funding. The decanal administrative merit review criteria and procedure are separate and distinct from the academic merit review criteria and procedure established under [APM - 610](#), Salary Increases.

Eligibility to offer administrative merit increases will be determined by the President as part of the annual academic salary program.

- (2) **Eligibility.** The Dean's appointment must take effect no later than April 1 to be eligible for an administrative merit increase during the subsequent merit cycle.
- (3) **Amount of Merit Increase.** The amount of a Dean's administrative merit increase shall be based upon the following factors:
  - (a) The Dean's annual assessment (see APM -240-80).
  - (b) The Dean's current salary and position within the salary range relative to comparable internal positions.
  - (c) Availability of funding.

**c. Equity or Retention Increases**

- (1) The Chancellor may approve a salary increase to correct a significant salary inequity in individual circumstances based on factors such as rapidly changing external market conditions or a disparity created by new appointees in the same or substantially similar Dean positions, either at the campus or within the University, who have comparable levels of skills and experience.
- (2) The Chancellor may approve a salary increase when a five (5)-year review has resulted in a recommendation to reappoint the Dean and has identified significant achievements and/or sustained excellent administrative performance beyond that which can be rewarded in the annual merit review process. A salary increase also may be justified at the time of reappointment if market conditions or internal equity factors have changed since appointment, or if necessary to retain the Dean following a successful five (5)-year review.
- (3) An equity or retention increase shall be effective on the same date as the administrative merit to the extent possible. The merit increase shall be applied first, and any additional equity or retention increase shall be determined after applying the merit adjustment. An additional increase beyond the merit adjustment shall be provided only if the applied merit increase does not resolve the inequity or retention issue.
- (4) If a Dean receives an equity or retention increase in a fiscal year prior to the commitment of merit funding, the subsequent merit shall be calculated based upon the salary prior to any adjustment. A merit increase will only be applied if the merit calculation is more than the equity or retention increase.

**d. Compensation for Appointment as Acting or Interim Dean**

- (1) Administrative compensation shall be paid to an Acting Dean for assuming the responsibilities of an appointed Dean who is on an approved leave of absence or sabbatical leave for at least one (1) academic term.
- (2) Administrative compensation shall be paid to an Interim Dean when the individual is serving as Dean on an interim basis when a new permanent Dean has not yet been named.
- (3) Compensation for an Acting or Interim Dean shall be set in accordance with normal campus practice.

**e. Additional University Compensation**

A Dean is compensated for full-time University service. Types of additional University compensation include, but are not limited to, the following circumstances:

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- (1) **Summer Research.** Deans may receive up to 1/12th payment for summer research based on their annual decanal salary. In such instances, accrued vacation shall be used in proportion to the research days worked.
- (2) **Summer Session Teaching.** Deans may receive up to 1/12th payment for summer session teaching. In such instances, accrued vacation shall be used in proportion to the teaching days worked.
- (3) **Additional Administrative Duties.** In exceptional circumstances, the Chancellor may assign a Dean to additional and temporary administrative duties within the University. In such cases, the campus may provide a stipend for the additional temporary administrative responsibilities.
- (4) **Acting or Interim Dean Appointments.** Academic-year Acting or Interim Dean appointees may receive administrative compensation for duties during the summer period. In combination with other University compensation for teaching and/or research duties, the total summer compensation may not exceed 3/9ths, exclusive of any stipends.

**240-20 Conditions of Employment**

- a. Individuals appointed to the titles of Dean, Acting Dean, or Interim Dean serve at the discretion of the Chancellor. The Chancellor may terminate the appointment of a Dean at will at any time, after discussion with an appropriate group of the faculty as determined by the Chancellor and after consultation with the Academic Senate. Once the Chancellor terminates the appointment of a Dean, the action is not subject to grievance unless the reasons for the termination are unlawful or in violation of University policy.
- b. Termination of a Dean appointment does not affect the underlying faculty appointment.
- c. Outside Professional Activities are allowed as follows:

A Dean may engage in outside activities as defined by and in accordance with [APM - 025](#), Conflict of Commitment and Outside Activities of Faculty Members. A Dean who has a concurrent Health Sciences Compensation Plan appointment may engage in outside activities as defined by and in accordance with [APM - 671](#), Conflict of Commitment and Outside Activities of Health Sciences Compensation Plan Participants. The following additional provisions apply to all Deans:

- (1) A Dean may serve on no more than three (3) for-profit external boards (that are not entities of the University of California) for which the Dean receives compensation and has governance responsibilities.
- (2) All compensated and uncompensated outside professional activities, including consulting activity, shall be reported annually to the Chancellor.

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- (3) In accordance with [APM - 025](#), Conflict of Commitment and Outside Activities of Faculty Members, a Dean may in each fiscal year engage in a maximum of forty-eight (48) calendar days of compensated and uncompensated outside professional activity, which includes the twelve (12) compensated days cited in paragraph (4) below.

In accordance with APM - 671, Conflict of Commitment and Outside Activities of Health Sciences Compensation Plan Participants, a Dean who has a concurrent Health Sciences Compensation Plan appointment may in each fiscal year engage in a maximum of twenty-one (21) to forty-eight (48) calendar days of compensated and uncompensated outside professional activity as determined by School Implementation Procedures, which includes the twelve (12) compensated days cited in paragraph (4) below.

- (4) A Dean may engage in compensated outside professional activity for up to twelve (12) University workdays per fiscal year without deducting from vacation leave balances. In excess of twelve (12) work days, a Dean shall use accrued vacation leave for performing compensated outside professional activities.

**240-24 Authority**

- a. The Chancellor has the authority to appoint and reappoint a Dean including those serving in an interim or acting capacity, and to approve the Dean's appointment salary and appropriate salary increases up to the established maximum published in the Deans Salary Structure and in accordance with campus procedures.
- b. For initial appointments and five (5)-year reviews, the Chancellor, after consultation with the Academic Senate, shall appoint an advisory committee. In all cases, the Academic Senate and the faculty of the respective Division, College, School, or other similar academic unit will be consulted.
- c. The Chancellor shall report annually to the Provost and Executive Vice President any new appointees to the title of Dean or salary increases to existing appointees.
- d. Deans and acting and interim appointees to this title serve at the discretion of the Chancellor. The Chancellor may end the appointment of a Dean at will and at any time, after discussion with an appropriate group of the faculty as determined by the Chancellor and after consultation with the Academic Senate.

**240-60 Benefits and Privileges****a. Vacation Accrual**

- (1) Deans accrue and use vacation leave in accordance with [APM - 730](#), Leaves of Absence/Vacation.

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- (2) The Chancellor shall develop campus procedures for reporting vacation usage.
- (3) The Chancellor shall grant a Dean no more than thirty (30) days in any academic year for the purpose of attending international conferences and related scholarly activities. For additional time off beyond thirty (30) days, a Dean shall be required to use accrued vacation. The Chancellor may approve the additional time off as leave without pay once vacation leave has been exhausted.

**b. Medical Leave**

Deans do not accrue sick leave. However, Deans shall be granted paid medical leave for periods of personal illness, injury, or disability. See [APM - 710-11](#), Paid Medical Leave for Academic Appointees Who Do Not Accrue Sick Leave.

**c. Sabbatical Leave Accrual**

- (1) Deans accrue sabbatical leave credit by virtue of holding an underlying Academic Senate faculty appointment in accordance with [APM - 740-11-c-5](#), Leaves of Absence/Sabbatical Leaves.
- (2) Deans shall continue to accrue sabbatical leave credit beyond the established limits set forth in [APM - 740-16-a](#) for the duration of the Dean appointment.

**d. Administrative Leave**

The Chancellor may approve an administrative leave during appointment as Dean in accordance with [APM - 758](#), Leaves of Absence/Other Leaves With Pay.

**e. Transition Leave**

- (1) A Dean may be eligible to take a transition leave immediately following the conclusion of the appointment to provide an opportunity to redirect primary efforts to scholarly activities.
- (2) Paid transition leave shall result in corresponding deduction of sabbatical leave credits and is subject to the terms and conditions described in [APM - 740](#), Leaves of Absence/Sabbatical Leaves.
- (3) Transition leave shall be paid at either the current administrative or faculty rate contingent upon when sabbatical leave credits were accrued. The salary rate for that portion of the leave compensated at the administrative salary rate is ineligible for any increase. The faculty salary rate is subject to any change that may result from salary scale adjustments or academic personnel review during the period of the leave.

If sabbatical leave credits are exhausted before the conclusion of a transition leave period, the Chancellor may approve a leave with pay at the faculty salary rate through the

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conclusion of the transition leave period. The individual is required to fulfill a return to active University service requirement (as stated in [APM - 740-16-d](#)) equal to the total period of the transition leave.

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

- (4) The combined total of transition leave and sabbatical leave taken during administrative service within the immediately prior five (5) years may not exceed one year (12 months).

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

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

#### **a. Annual Assessment**

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

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

- (1) The Chancellor shall conduct a five (5)-year review for each Dean to determine whether reappointment to another term is warranted. In each case involving the five (5)-year review of a Dean, the Chancellor, after consultation with the Academic Senate, shall appoint an advisory committee to review the Dean's performance and accomplishments. The advisory committee shall report its findings to the Chancellor.
- (2) The Chancellor shall develop the criteria and procedures for conducting five (5)-year Dean reviews.
- (3) A Dean's overall performance should be judged as distinguished or highly meritorious in order to be reappointed.

### **Revision History**

November 20, 2020:

- Substantive revisions to: (1) add language regarding uncompensated outside professional activities in [APM - 240-20](#); (2) clarify that a Dean who holds a concurrent Health Sciences Compensation Plan appointment is subject to [APM - 670](#), Health Sciences Compensation Plan, and [APM - 671](#), Conflict of Commitment and Outside Activities of Health Sciences



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Compensation Plan Participants; and (3) revise the language in Section 240-18-a(5) to refer to the salary of the underlying faculty appointment.

- Technical revisions to: (1) remove gendered language; (2) correct minor grammatical errors; (3) clarify intent; and (4) align language with APM - 246.