

Graduate and Undergraduate Academic Program Director Policies, Procedures, Guidelines

Summary

Academic program directors are part-time Faculty Administrators (as defined in [APM - 241](#)) who serve as the academic leader and administrative head of an academic program.

The policies and procedures outlined below apply to general campus, Health Sciences, and Scripps Institution of Oceanography (SIO) graduate and undergraduate degree programs, minors, majors, and specializations; or a partner institution (e.g. Geophysics PhD program with San Diego State University); programs with both undergraduate and graduate curriculum components (e.g. Science Studies graduate program and Science, Technology, and Society undergraduate major); and other academic programs (e.g. UC Center Sacramento).

Any questions about policies or processes outlined below, consult the Division of Undergraduate Education (DUE), the Division of Graduate Education and Postdoctoral Affairs (GEPA), or the Office of Academic Personnel Services (APS).

Duties of Academic Program Directors

Additional administrative responsibilities are distinct from other faculty service, which is to be recognized through the academic review process. It is expected that a program director will remain active in both teaching and research in order to maintain their capabilities in the appropriate field of scholarship. However, a director who discharges their duties as a director effectively may have course relief granted. Reduced activity in these areas that results from active service as a program director should be recognized as a shift in the type of academic activity pursued by the program director rather than a shift away from academic pursuits altogether.

As administrative leader of an academic program, a program director has the following responsibilities:

- The appointee is in charge of planning the teaching and other curriculum functions. The director is expected to maintain a climate that is hospitable to creativity, diversity, and innovation.
- The appointee is responsible for the recruitment, selection, and evaluation of both the faculty and the staff personnel of the program. In consultation with colleagues, the director recommends appointments, promotions, merit advances, and terminations. The appointee is responsible for diversity, equity, and inclusion for faculty and staff personnel, consistent with university goals. The appointee is expected to make sure that faculty members are aware of the criteria prescribed for appointment and advancement, and to make appraisals and recommendations in accordance with the procedures and principles stated in the President's [Instructions to Appointment and Promotion Committees](#).
- The appointee should be receptive to questions, concerns, and suggestions from members of the program, both faculty and staff personnel, and from students, and should take appropriate action as necessary.
- In performing these duties, the director is expected to seek the advice of faculty colleagues in a systematic way, and to provide for the conduct of program affairs in an orderly fashion through meetings and appropriate advisory committees. The director also is expected to seek student advice on matters of concern to students enrolled in the program.
- For graduate programs, the appointee is responsible for overseeing the student application, admissions, recruitment, and retention processes. The director is expected to work with an executive committee or faculty members in the program to select the admitted students for the program.

The director's administrative duties include the following (special assignments may be added from time to time, and the dean may specify additional duties):

- To make teaching assignments in accordance with the policy described in [Academic Senate Regulation 750](#).
- To assign other duties to members of the program staff.
- To oversee preparation of the schedule of courses, times and places for class meetings.
- To establish and supervise procedures for compliance with University policy on the use of guest lecturers and [Academic Senate Regulation 546](#) on special studies courses.
- To make arrangements and assignments of duty for the advising of students, and for the training and supervision of teaching assistants and other student teachers and teacher aides, subject to the terms of any Memorandum of Understanding on file.
- To prepare the budget and administer the financial affairs of the program, in accord with University procedures.
- To promptly report the resignation or death of any member of the program to the faculty members, staff, students, and the appropriate educational dean.
- To be responsible for the custody and authorized use of university property assigned to the program, and for assigning program space and facilities to authorized activities in accordance with university policy and campus rules and regulations.
- To be responsible for the program's observance of proper health and safety regulations, in coordination with the campus health and safety officer.
- To maintain records and prepare reports in accordance with university procedures.
- To report any failure of a faculty or staff member to carry out responsibilities and to recommend appropriate disciplinary action.
- To report annually on the program affirmative action program, including a description of good faith efforts undertaken to ensure equal opportunity in appointment, promotion, and merit activities, as well as a report on affirmative action goals and results in accordance with campus policy.
- To facilitate program reviews, including providing a written profile of the program and a self-study, and a response to the committee report providing comments and action goals from the review.

Criteria for Appointment and Compensation

The Executive Vice Chancellor will establish a global set of criteria for all academic program director appointments and consult with the appropriate dean on program-specific criteria. These criteria include appropriate disciplinary expertise and demonstrated or potential administrative and leadership capabilities.

Program directors may be compensated with stipends, when appropriate, in accordance with [APM- 633](#). Additional administrative responsibility is distinct from additional service, which is recognized through the academic review process.

Program directors with concurrent appointments that are covered by the Health Sciences Compensation Plan are subject to [APM - 670](#), Health Sciences Compensation Plan.

Before an appointment letter is issued, the Executive Vice Chancellor (or a designated compensation authority), through a separate process, must approve any compensation (e.g., stipends or other cash compensation). This is true regardless of who funds the appointment.

Terms of Service

In accordance with [APM-241-20](#), academic program directors shall be appointed for a period of up to five years, subject to reappointment. Reappointment will be based, in part, on the review of their performance as program director. Please note that some program director positions are associated with other administrative roles (e.g., college provost); these directors will remain in their program director role for the duration of their administrative term.

Conditions of Employment

An academic program director serves at the discretion of the appropriate school/division dean and either the Dean of the Graduate Division or Dean of Undergraduate Education. The administrative appointment is considered at will; a faculty administrator may resign or the appropriate dean may terminate the appointment with cause. Termination of a program director's appointment does not terminate the underlying faculty appointment.

A program director may engage in outside activities as defined by, and in accordance with, [APM- 025](#), Conflict of Commitment and Outside Activities of Faculty Members, and, if a program director has a concurrent Health Sciences Compensation Plan appointment, in accordance with APM - 670, Health Sciences Compensation Plan and Guidelines on Occasional Outside Professional Activities by Health Sciences Compensation Plan Participants.

Appointment Process

Undergraduate and graduate program directors (and interim program directors) are appointed based upon the recommendations of the school/division dean(s). The Dean of Undergraduate Education (DUE) or the Dean of the Division of Graduate Education and Postdoctoral Affairs (DGEPA) sends the official appointment letter following a review of the documentation submitted by the school/division dean(s), including confirmation of the file checks with Research Compliance and Integrity, Academic Personnel Services, and the Office of Ethics & Compliance.

The DUE and DGEPA will maintain a list of all program directors, including their service terms and conditions of their appointments, and will have the responsibility to assure that the process of appointment/reappointment and review of program directors is accomplished in a timely manner.

Schools/divisions are responsible for maintaining a database of programs and appointment terms, upcoming appointment reviews, student enrollment numbers, and listing programs on the school/division website, etc.

Schools/divisions are responsible for informing the DUE/DGEPA of proposed changes to programs or program directors in a timely manner; this includes program name changes and any interim appointments.

At the close of the academic year, the DUE/DGEPA will inform the school/division dean(s) of all program director appointments with end-of-year expiration dates so that the school/division can begin planning accordingly.

Appointment Process- School/Division Preparations

School/division deans should inform the following personnel of any program director appointments with end-of-year expiration dates:

1. If a program director is already in place: School/division deans are responsible for reminding the incumbent program director that their current term is ending and informing them about next steps for finding the next director. The dean(s) will ensure that the incumbent program director is informed and that the program's faculty are consulted or polled to solicit their recommendations for a successor for the current director (or a recommendation that the current director be reappointed).
 - 1.1 If the program doesn't have a current director: School/divisional deans are responsible for informing the proposed director of the appointment process. The dean(s) will ensure that the proposed director is informed that the program's faculty are consulted or polled to solicit their recommendations for a current director.
2. If a program is associated with a college, the college provost will be informed of any approaching appointment start or end dates.
3. If a program is affiliated with an organized research unit (ORU), the ORU director will be informed of any approaching appointment start or end dates.
4. The department chair will be informed of any relevant program director appointments with end-of-year expiration dates.
5. If a program is affiliated with two or more schools/divisions, it is essential that all relevant school/division deans are consulted, and play a role in the identification of the program director. A cognizant dean must be named for reporting lines, and as the administrative home for the program. The cognizant dean is responsible for informing the appropriate leaders of the end-of-year expiration date (see leaders noted above).
6. If a program has co-directors, the co-director should be informed if their partner's current term. Note that if a program has co-directors, each individual co-director appointment will be processed separately.

School/division deans are responsible for soliciting recommendations for appointments and consulting with faculty who are affiliated with the program regarding the nominations, following established school/division/department protocol. This includes consultations for joint programs with external organizations.

7. Prior to consulting program faculty, school/division deans should notify incumbent directors and department chairs that recommendations are being solicited for the incoming program director(s).
8. For those programs closely associated with a college or ORU, the dean should seek input and a recommendation from the provost or ORU director.
9. Once a director has been proposed, the school/division dean will contact the candidate to confirm their willingness to serve as director. The school/division dean will also inform the department chair of the proposed director's department to ensure that any needed arrangements can be made (e.g., reassignment of courses, department committee service, etc.).

Appointment Process- Submission of Appointment Request

The school/division dean's office is responsible for submitting each recommended appointment through the [APS Part-time Faculty Administrator Appointment and Compensation Approval Request Form](#). The request form can also be found on the APS website, https://aps.ucsd.edu/tools/aps_kuali_apps.html#Part-time-Faculty-Administrator.

The request will route through all pertinent approvals and the following offices will perform file checks:

- (1) Academic Employee Relations
- (2) The Office of Research Compliance and Integrity
- (3) The Chief Ethics and Compliance Officer (CECO)

If the file checks find any potential issues related to the proposed appointment or nominee, the school/division dean will be notified and should review the proposed appointment in light of the information. The dean should determine the appropriate next steps, in consultation with the DUE/DGEPA and department chair, if applicable. Any findings from file checks should be disclosed in the school/division dean's endorsement letter with justification for continuing with the proposed appointment.

The following should be noted when submitting the proposed appointment:

1. For the **Proposed Role**, select Undergraduate Program Director or Graduate Program Director.
2. Under that, be sure to select either the Division of Graduate Education and Postdoctoral Affairs OR the Division of Undergraduate Education for affiliated program directors.
3. If applicable, to ensure appropriate routing, note if the appointment requires an additional endorsement from someone other than the deans, provosts, campus leadership, or the department chair (e.g. the Director of an affiliated program)
4. Under the comment section, the School/Division dean should provide a short recommendation, with a summary of the candidate's qualifications, and a summary of the outcomes from consultation with program faculty (e.g., a summary of any program faculty voting), department chair, and – if applicable – the relevant provost or ORU director(s)
 - For reappointments, this should include a summary of the incumbent's performance in the role and if applicable, a summary of the five-year review.
5. Additional letters of recommendation may be provided (e.g., from administrators or faculty consulted during the appointment process)

Appointment Process- Finalizing the Appointment

Once all endorsements have been attained, a signed appointment letter will be disseminated to the program director and school/division dean's offices (*see Appendix A: Sample Appointment Letter from the Dean of Undergraduate Education or the Dean of the Graduate Division*). Copies of the signed appointment letter will be sent to:

- The Senior Associate Vice Chancellor
- The relevant school/division dean(s), assistant dean(s), and the fiscal analyst/department officer
- The chair and MSO of the director's home department
- The relevant college provost (if applicable)
- The relevant ORU director (if applicable)
- Academic Affairs Resource Administration
- Academic Compensation
- The Executive Vice Chancellor

Reappointment and Review Process

An incumbent program director may be reappointed for a new term(s) up to five years, subject to renewal. However, a program director should not serve longer than five consecutive years without review. Program directors who continue in service beyond a five-year period should have a review conducted during the director's fifth year of service. *[refer to the Program Director Review Process below]*

Program Director Review Process

The above processes for the appointment of program directors should be followed for the reappointment of incumbent program directors. The school/division dean is responsible for ensuring that performance reviews of program directors are conducted no later than the fifth year of service and at five-year intervals thereafter.

The purpose of the review for a program director is to evaluate their performance as an administrator and academic leader within the area of the director's responsibility. The review should address the following:

- Has the director provided effective leadership of the program, thereby contributing to excellence in undergraduate or graduate education?
- Has the director interacted fairly and responsibly with program faculty, staff, students, and members of the administration?

Criteria for Evaluating Leadership in the Academic Personnel Process

Academic program directors being considered for academic advancement in their faculty positions are subject to regular academic review procedures, according to policy. There may be a mention of their service in the service section of the academic review file, but the guidelines that determine academic review for faculty are separate from the faculty administrator review process required by APM 241.

Academic Program Director Review Process

1. In addition to gathering the information below, please complete steps 1-9 listed above in the *Appointment Process- School/Division Preparations*.
2. The school/division dean, will advise the program director in writing when they are due for review/re-appointment; the incumbent will be asked to provide the following documentation:
 - a. A self-appraisal, or statement of their personal accomplishments as program director within the period of review, including:
 - i. A summary of the progress and quality of the program for which the program director has responsibility
 - ii. Future plans for development of the program
 - b. An updated *curriculum vitae*
 - c. Any other documents the director wishes to submit (e.g., program documents, curriculum descriptions, program reviews, etc.)
3. The school/division dean, will solicit confidential assessments of the program director's effectiveness and accomplishments (*see Appendix B: Sample Solicitation Letter*).
 - a. Suggested contacts include:
 - i. the program's executive or advisory committee
 - ii. program faculty or affiliated faculty, including the program's executive or advisory committee
 - iii. faculty outside the program who teach in the program
 - iv. current or former college provosts closely associated with the program
 - v. current or former teaching assistants and lecturers
 - vi. Program staff members
 - b. A list of those solicited and a sample of the solicitation letter used should be included in the file.
 - i. The individual letters received should be held in confidence and not shown to the program director.
 - ii. However, if the program director requests access to his or her administrative review file, the DUE/DGEPA, school/division dean, or provost should provide an oral summary of the confidential material in the file at the conclusion of the review.

4. The school/division dean should discuss the outcomes of the review and their preliminary recommendation for an appointment with the existing program director.
 - a. If the review is not favorable, the candidate will be given a written memorandum informing them that their appointment will not be renewed
 - b. A favorable review serves as a recommendation for reappointment
5. Please follow steps 1-5 of the appointment process outlined above in the *Appointment Process- Submission of Appointment Request* to proceed with reappointments.
 - a. Be sure to answer the prompt in the form that asks the following: Include a discussion of the faculty administrator's last review as a faculty administrator and the date of that review, if applicable. In addition, if any changes to compensation are requested, please document rationale.
 - b. Under other supporting documents, please attach the director's review documents.

Appendix A: Standard Appointment Letter Language

UNIVERSITY OF CALIFORNIA SAN DIEGO

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

SANTA BARBARA • SANTA CRUZ



DEAN OF UNDERGRADUATE EDUCATION OR
GRADUATE DIVISION
TEL: (858) 822-0226

9500 GILMAN DRIVE #0001
LA JOLLA, CALIFORNIA 92093-0001
EMAIL: DUE@UCSD.EDU
URL: WWW.UCSD.EDU

DATE

Professor
Department of

SUBJECT: Reappointment/Appointment as Director of the _____ Program

Dear Professor

Based upon the recommendation of Dean _____, and in consultation with affiliated faculty, I am pleased to reappoint/appoint you as director of the _____ program for a two-year term effective July 1, 20XX through June 30, 20XX. This administrative position is considered at will.

As director, you will continue to report to the Dean of _____. The Dean is responsible for representing the interests and needs of the _____ program to the various committees that allocate resources to campus departments and programs. *In your role as director, you will receive a one-course teaching relief per year with the associated costs provided by _____.* *(This may or may not be added to an appointment- it will depend on compensation needs).*

The program director is responsible for curriculum administration, including oversight of curricular development and management of program faculty and staff. The program director is also responsible for promoting an inclusive and supportive climate in which the highest standards of ethical conduct are understood to be a primary responsibility of all members.

We sincerely appreciate your willingness to serve in this important leadership position and wish you much success in leading the _____ Program during the next years.

With best regards,

John Moore
Dean of Undergraduate Education

or

James Antony
Dean, Graduate Division

cc: Executive Vice Chancellor
Associate Vice Chancellor(s)
Dean
Assistant Dean
Chair
MSO / DBO / CAO *(of Department and Division)*
Academic Compensation Office
Provost / ORU Director *(if applicable)*

Appendix B: Sample Solicitation Letter for Review of Program Director

Suggested Contacts: Program affiliated faculty, program executive or advisory committee, outside faculty who teach in the program, current/former provost, current/former TAs, lecturers, and program staff

Dear Professor BLANK:

The School/Division of BLANK is considering Dr. BLANK for reappointment as director of the BLANK program/minor, effective July 1, 2021.

For such reappointments, UC San Diego requires input from the faculty affiliated with the program/minor. We write to ask if you can assist us by providing a frank assessment of Dr. BLANK's management of the BLANK program/minor, and whether these accomplishments warrant reappointment as director. Please comment on the director's management in the following areas:

- Leadership of the program/minor, thereby contributing to excellence in undergraduate education.
- Interaction with program faculty, staff, students, and members of the administration.

In order for your comments to be considered, we ask that you respond via campus mail or email no later than BLANK. My e-mail address is BLANK.

We recognize that writing a detailed assessment represents a significant demand on your time. The University of California regards peer review as essential to maintaining the quality of its faculty directors, and we greatly appreciate your assistance.

Sincerely,

Confidentiality Statement

Although a candidate may request to see the contents of letters of evaluation, your identity will be held in confidence. The material made available will exclude the letterhead, the signature block, and material below the signature block. Therefore, material that would identify you, particularly information about your relationship to the candidate, should be placed below the signature block. In any legal proceeding or other situation in which the source of confidential information is sought, the University does its utmost to protect the identity of such sources.