



OFFICE OF THE PROVOST AND
EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

OFFICE OF THE PRESIDENT
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

May 18, 2016

**ACADEMIC SENATE MEMBERS OF THE DAVIS DIVISION
UC DAVIS**

Dear Colleagues:

I am writing to invite your participation as a member of the Davis Division of the Academic Senate in the stewardship review of Provost/Executive Vice Chancellor (EVC) Ralph Hexter. The Provost/EVC undergoes such a review every five years. This is the first for Provost/EVC Hexter whose appointment began January 2011. The stewardship review is a long-standing practice that complements ongoing and annual evaluation processes.

In February 2016, Chancellor Katehi and the Davis Division Chair, André Knoesen, agreed to use a Provost/EVC process analogous to that used for the review of Chancellor Katehi (see Appendix A). The review, therefore, will be conducted entirely by the Davis Division of the Academic Senate and the input will be entirely from Senate members. Chancellor Katehi, working with the Davis Committee on Committees, has already established the Ad Hoc Review Committee and its chair. They are all members of the Davis Division of the Academic Senate; following Davis's practice, the membership will be held in strict confidence.

Chair Knoesen discussed the ongoing Provost/EVC review with President Napolitano on April 29, 2016. President Napolitano indicated that the review should continue under the oversight of the Davis Division. Following internal consultation on April 29, Chair Knoesen requested that I step in as the deciding administrator in Chancellor Katehi's absence. Provost/EVC Hexter agreed to this arrangement and expressed his desire to continue the review as planned. I am honored to be asked to fill this important role, and I have agreed to do so. Among other things, it will take me back to the time when, as systemwide Academic Senate Chair, I was responsible for three Chancellor reviews.

By this correspondence, I am requesting that Chair Knoesen invite feedback from Senate members based on the criteria described in Appendix B. This will result in a report submitted to me, in confidence, from the appointed Ad Hoc Review Committee. That report will include comments from all Division members who elect to submit feedback, input from a subset of members active in Division affairs during the past five years, and a report from the current and former Division Chairs. I will then meet separately with Provost/EVC Hexter and with the Division Chair to discuss the report.

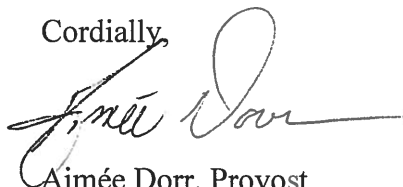
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I understand that Chair Knoesen will forward a transmittal letter similar to this one to invite contributions from Senate members. That correspondence will include more information about the logistics and timing for providing comments.

I encourage you to participate in Provost/EVC Hexter's review, and I want to thank you in advance for your efforts.

Cordially,

A handwritten signature in cursive script, appearing to read "Aimée Dorr".

Aimée Dorr, Provost

Executive Vice President for Academic Affairs

Enclosures (Appendices A and B)

cc: Provost and Executive Vice Chancellor Hexter
Davis Division Academic Senate Chair Knoesen
Chief of Staff Engelbach
Chief of Staff Jones
Davis Division Executive Director Arevalo

Appendix A: Five Year Review Process of Provost/EVC Hexter¹

(1) The Chancellor will appoint an ad hoc committee comprised of four UC Davis Academic Senate faculty members and one member of the UC Davis Academic Senate who will serve as chair of the ad hoc committee. Academic Senate faculty appointed to the committee will not hold an administrative title other than department chair.

- The Chancellor will identify and appoint the ad hoc committee chair before requesting nominations of ad hoc committee members from the Committee on Committees (COC).
- At the time ad hoc committee member nominations are solicited from COC, the name of the ad hoc committee Chair will be disclosed.
- The COC will provide a list of nominees larger than the number of members to be appointed. Ad hoc member appointments will only be made from the COC list. If the list is insufficient to fill the ad hoc committee membership, the Chancellor will request additional nominations from COC.
- The names of the ad hoc committee Chair and members will be held in strict confidence to prevent lobbying.
- The names of the ad hoc committee Chair and its members will be available to the COC, the Academic Senate Chair and the Executive Director.

(2) Once the ad hoc committee is established, based on review criteria and other information provided by the Chancellor, the Academic Senate will ask UC Davis Academic Senate members to offer feedback via a confidential e-mail account/address to be managed by the Academic Senate Executive Director.

(3) The feedback received will be viewed by the Executive Director and members of the ad hoc committee. The ad hoc committee will utilize feedback received to provide a confidential written report to the Chancellor. (In the Chancellor's absence, the UC Provost and Executive Vice President for Academic Affairs will receive the report.)

(4) The Chancellor will meet and discuss the ad hoc committee report with the committee and Academic Senate Chair. (In the Chancellor's absence, the UC Provost and Executive Vice President for Academic Affairs will meet and discuss the report with the committee and Davis Division Academic Senate Chair.)

(5) The Academic Senate Executive Director will request a confidential report from each of the Academic Senate Divisional Chairs who served during the review period. In addition to the review criteria provided to the campus for this review, these confidential reports will focus on the Provost's interaction with the Academic Senate, and support of shared governance during the individual's tenure as Divisional Chair. These individual confidential reports will be forwarded directly to the Chancellor. (In the Chancellor's absence, the UC Provost and Executive Vice President for Academic Affairs will receive these individual confidential reports at aimee.dorr@ucop.edu with subject line CONFIDENTIAL.)

¹ Process was agreed to by Chancellor Katehi and Academic Senate Chair on February 08, 2016.

Appendix B: Criteria to Guide Provost/EVC Hexter's Review

As the review committee conducts its assessment of Provost/EVC Hexter's performance over his first five years of UC Davis service, its review should carefully consider Provost/EVC Hexter's performance in each of the following key areas:

1) Leadership:

- Demonstrating a strong commitment to advancing the academic excellence of UC Davis.
- Developing academic and institutional goals and strategic plans tied to achieving those goals, and ensuring timely and effective implementation of those plans.
- Making difficult decisions necessary to assure that UC Davis's academic and institutional goals are achieved.
- Developing and implementing procedures for the smooth and effective operation of UC Davis and the Office of the Provost.

2) Relationship with Other Campuses and Office of the President:

- Quality of relationships with UC systemwide agencies.
- Ability to foster community partnerships and relations with other campuses, institutions and external constituents.

3) Effective Management and Administration:

- Oversight of operations, budget, space, FTEs, and resources.
- Recruitment and retention of key personnel.
- Ensuring a culture of compliance with university and external policy and regulations.

4) Consultation, Shared Governance and Communications:

- Consulting with and communicating information and decisions to Deans and campus stakeholders.
- Fostering and supporting effective shared governance.
- Communicating effectively with UC Davis's internal and external constituencies.

5) Budgeting and Effective Use of University Resources:

- Allocating university resources and making budget decisions consistent with overall institutional goals and objectives.
- Making effective use of university resources, both fiscal and personnel resources.
- Maintaining fiscal responsibility and developing strategies for promoting greater institutional efficiency.
- Working with university stakeholders to design budgeting protocols and strategies.

6) Functioning of Academic Administrative Operations:

- Appointing and supporting top-quality Deans, Vice Provosts, assistant and associate academic administrators and other support staff.
- Ensuring that the various functions of the Office of the Provost are effectively and efficiently serving the needs of faculty, staff, students, and other UC Davis constituents.