

**General Campus Department Chair  
Duties, Training, Accountability, and Compensation**

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The General Campus department chairs at UC San Diego are positioned at the crux of shared governance: invested in their faculty roles as teachers and scholars, yet also key members of the university's administrative team. As administrators, chairs receive an appointment letter outlining the term and responsibilities of the role, are notified that the administrative role is "at will", and earn specific compensation for undertaking the role. Chairs are expected to draw upon their individual knowledge of the faculty experience and apply it within a broader institutional context, sustaining and improving the function of the department within its school.

This document outlines the duties of chairs, so the faculty will know what to expect of their chairs and new chairs will understand the duties and deadlines of the position. It notes the training available to prospective, incoming, and in-service chairs. It also describes how deans are expected to provide regular feedback and guidance to the chairs within their school; the aim is to build a stronger partnership between chairs and deans so they will be prepared to work together to realize common opportunities and respond effectively when challenges or emergencies arise.

The document clarifies the information the Executive Vice Chancellor (EVC) will seek in order to best advise the Chancellor during the appointment process for new chairs. It comments on the length of service for chairs and how the EVC's Office will incentivize sustained service. Finally, it describes how General Campus chairs will be compensated.

**Duties**

- The duties of a department chair are described in the attached document, which draws upon [APM 245, Appendix A](#) and upon [PPM 230-1](#).
- It cannot be emphasized too strongly that chairs are expected to lead the faculty of their departments in building a more consistent, transparent, and inclusive climate for all. The chairs must lead by example – and the faculty, especially those with the power and privilege accorded by senior status, are expected to be full participants in this work.

**Training and Resources**

- A Department Chair's Toolkit is available online at <https://aps.ucsd.edu/academic-leadership-resources/chairs-toolkit.html>

- The Administrative Responsibilities Handbook also includes useful definitions and resources (see: <https://blink.ucsd.edu/finance/accountability/admin-responsibilities.html#handbook>)
- Incoming chairs are expected to participate in the fall quarter New Faculty Administrators Orientation organized by Academic Personnel Services.
- In-service chairs are expected to participate quarterly in the Leadership Workshops organized by Academic Personnel Services (see: <https://aps.ucsd.edu/chairs/leadership-workshops.html>)
- Individuals considering the possibility of standing for chair in the future are encouraged to apply for the UC San Diego Faculty Leadership Academy (see: <https://aps.ucsd.edu/academic-resources/facdev/fla2.html>)

### Accountability

- Each dean is expected to meet regularly with the chairs of their school individually and as a group in order to solicit their input, share advice or information, and work collaboratively on the business of the departments and school.
- The dean is expected to provide summative and formative feedback to each chair annually, to recognize where the chairs are meeting their individual and collective responsibilities appropriately and to communicate where changes or improvements are needed.
- If a dean finds that a chair is neither performing their expected duties appropriately nor taking corrective action to improve, the dean will request that the Chancellor initiate an immediate review of the chair, according to the standard review process described in [PPM 230-2.III.B](#). Depending on the outcome, the review could potentially result in the termination of the individual's appointment as chair.

### Appointment Process

Within the appointment process delineated in UC San Diego's [PPM 230-2.II.A.1](#), and the system-wide [APM 245-24](#), the Chancellor has authority to appoint and reappoint department chairs after consultation with the tenured members of the department (including both ladder-rank and teaching professors) and with the Executive Vice Chancellor (EVC).

When a department has selected a candidate for department chair, the department will initiate a letter of nomination to be routed to the dean, who will review then send it forward to the EVC along with evaluative commentary.

The EVC will, in turn, forward the nomination and the dean's evaluative commentary to the Chancellor, along with the EVC's analysis:

- The EVC will review the departmental nomination for evidence that:
  - The input the tenured<sup>1</sup> faculty are providing to the Chancellor was obtained through a transparent, inclusive, and consultative process,
  - All faculty were informed of the opening, the nomination process, and the chair's responsibilities, and
  - The department has articulated what makes the candidate suitable for assuming the chair's role.
- The EVC will review the evaluative commentary provided by the dean.
- The EVC shall seek input from administrative offices, such as the Chief Ethics and Compliance Officer, Academic Personnel Services, and the Office of Research Affairs, regarding the candidate's background and preparation for the role of chair.

#### Length of Service

- [PPM 230-2.II.A.2](#) notes that the normal term for a chair is three to five years. The EVC expects units to abide by this policy.
- Longer service as chair benefits the unit and university by increasing the timespan when an experienced and well-prepared individual is in the role and promoting continuity during longer projects. As [PPM 230-10.II.2.G.5](#) notes, "Academic-year faculty who serve as department chairs for more than three consecutive years (i.e., four years or more) are eligible to accrue an additional quarter of sabbatical leave credit for each year of consecutive service as chair (e.g., for four years of service, the faculty member would accrue four additional sabbatical leave credits)."
- Per [APM 245-80](#), a department chair shall serve no longer than five consecutive years without formal review.

#### Compensation

- Each chair will be provided an annual stipend of \$18k from the Office of the EVC.
- Each chair will also receive an annual 1/9 as administrative summer salary from the Office of the EVC.

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<sup>1</sup> To promote an open and welcoming climate, departments are also encouraged to solicit and consider input from non-tenured faculty.

- The Office of the EVC will give each chair access to an annual \$10k in discretionary funds that may be used for professional expenses or course relief.
- A department or school may propose, with justification, up to one additional annual ninth of annual summer salary to compensate for heavy summer administrative service.\* Such augmentations will be funded by the school/department and require dean's approval and should be noted in appointment nominations. Any such additional summer salary for a chair that is approved by the dean should be advanced to APS for audit and recordkeeping purposes.
- Subject to dean's approval, departments and schools may also incentivize chair service with course relief or research funds as they determine fair and equitable via these mechanisms.

\*Aside from summer ninths awarded for administrative service, academic year faculty appointed as chairs are not restricted from the receipt of other types of additional compensation during the summer recess as outlined in section 600, Appendix 1, in the [Academic Personnel Manual](#), and may also receive compensation for extramurally funded research, summer session teaching, or by special agreement (i.e. as part of their recruitment package at the time of hire). The total amount of summer compensation received in a given year must not exceed three ninths of a faculty member's annual salary.