

**Office of the Academic Senate**

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David Teitel, MD, Chair  
Sharmila Majumdar, PhD, Vice Chair  
Vineeta Singh, MD, Secretary  
Jae Woo Lee, MD, Parliamentarian

May 20, 2019

Re: Chancellor Hawgood Stewardship Review

Dear UCSF Academic Senate Faculty,

Every five years during the stewardship of a Chancellor, the Academic Senate conducts a review. This review is an evaluation of the Chancellor's leadership qualities and achievements, as we have perceived them during the preceding period. UC President Janet Napolitano has asked me to initiate Chancellor Hawgood's first stewardship review. I am enclosing a letter from President Napolitano inviting your participation in the review process.

The stewardship review supplements the performance reviews that the President conducts annually for each Chancellor. These five-year reviews provide the President and the Chancellor with important feedback from a wide range of Senate members on the Chancellor's leadership and decision-making abilities, his administrative and managerial skills, and his ability to represent the campus. The review is intended to identify both strengths and areas for improvement.

I invite all members of the UCSF Academic Senate to submit confidential letters for consideration by the ad hoc committee that will conduct the stewardship review. You may email your comments to [UCSF.Chan.Review@ucop.edu](mailto:UCSF.Chan.Review@ucop.edu), a private mailbox for the exclusive use of the review committee. If you prefer, you may submit letters to the Systemwide Senate office:

c/o Hilary Baxter  
Academic Senate Executive Director  
1111 Franklin St., 12th floor  
Oakland, CA 94607

Letters and emails should be received no later than Monday, June 17, 2019. Although all letters are confidential, the Chancellor may request copies that have been redacted to remove identifying information such as letterhead or signature block. The text of the letters will not be revised to remove other identifying information.

For your convenience, we have created a stewardship review section on the UCSF Senate homepage that you may access by clicking [here](#). On this site, you can find the Criteria to Guide Chancellor Review Committees. We also have posted a self-statement from Chancellor Hawgood including his reflections on the past five years, the current state of the campus, and his vision for the future.

The system of shared governance gives faculty, through the Academic Senate, a strong voice in the operation of the University. I urge you to participate in shared governance by providing your assessment of Chancellor Hawgood's leadership. If you have any questions about the review process, please do not hesitate to contact UC Senate Executive Director Hilary Baxter at [Hilary.Baxter@ucop.edu](mailto:Hilary.Baxter@ucop.edu).

Thank you in advance for your participation in this important review.

Sincerely,

A handwritten signature in black ink, appearing to read "D Teitel". The signature is fluid and cursive, with a large initial "D" and a long, sweeping tail.

David Teitel, MD, 2017-19 Chair  
UCSF Academic Senate

Encl. (1)



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<http://www.ucop.edu>

May 9, 2019

MEMBERS, SAN FRANCISCO DIVISION OF THE ACADEMIC SENATE  
UNIVERSITY OF CALIFORNIA

Dear Colleagues:

I am writing to invite your participation in the Academic Senate stewardship review for Chancellor Sam Hawgood. Chancellors undergo this type of review between the fourth and fifth anniversaries of appointment and at approximately five-year intervals thereafter. This will be the first such review for Chancellor Hawgood, who was appointed in 2014.

The stewardship review is a long-standing practice that complements ongoing and annual evaluation processes conducted by the President. The Academic Council developed specific review guidelines as well as criteria for review committees. These materials were most recently revised in 2012 and received presidential approval.

Consistent with policy and procedures set forth, the stewardship review is conducted entirely by the Academic Senate; it does not involve any member of the administrative or executive staffs at either the campus or the Office of the President. The result is a report submitted to me in confidence from an Ad Hoc Review Committee. That report includes 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 then meet separately with the Division Chair and Chancellor to discuss the report, which is instructive with respect to the Chancellor's annual review.

At my request, Academic Council Chair Robert May has initiated the stewardship review for Chancellor Hawgood. I understand UCSF Division Chair David Teitel will forward a transmittal similar to this one to invite contributions from Senate members. That letter and/or subsequent local communiques will include more information about the logistics and timing for providing comments.

Members, San Francisco Division of the Academic Senate  
May 9, 2019  
Page 2

I encourage you to participate in the Chancellor's review and want to thank you in advance for your efforts.

Yours very truly,

A handwritten signature in black ink, appearing to read "Janet Napolitano", with a horizontal line extending to the right.

Janet Napolitano  
President

cc: Chancellor Hawgood  
Academic Council Chair May  
Academic Council Vice Chair Bhavnani  
UCSF Division Chair Teitel  
UCSF Senate Executive Director Giedt  
Chief of Staff Nava  
Chief Policy Officer Kao  
Executive Director Baxter