

April 18, 2019

Reference Solicitation Letter
5-Year Senior Leadership Development Assessment

I am writing to review the accomplishments of **Dr. Tom Smith**, who has served as Dean of the Graduate School of Education at the University of California, Riverside since 2014.

I would appreciate your thoughts and comments about Dean Smith's leadership and management of [UCR's Graduate School of Education](#). Your comments about his performance will form an important part of this assessment. Your letter will be shared with the confidential review committee, and be held in strict confidence, in conformity with the UC Statement Concerning Confidentiality of Letters of Evaluation (copied below this message).

It would be helpful if you could address the following areas in your comments:

1. What strengths and weaknesses have you observed in Dean Smith's performance over the last five years, and what suggestions, if any, do you have for improvement? Please include comments on the following areas, as appropriate to your knowledge and experience:
 - a. Leadership, vision and goal-setting
 - b. Communication
 - c. Recruitment and development of personnel
 - d. Innovative problem-solving
 - e. Management, including of the student experience, degree programs and diversity/climate issues
 - f. Impacts beyond UCR and the academy
 - g. Collaboration, both internal and external relationships

2. What challenges and opportunities do you believe the Graduate School of Education faces in the coming years, and what advice would you offer the Dean for addressing them?

Included with this solicitation letter are copies of Dean Smith's self-statement and the organizational chart for Graduate School of Education. If you have any questions or would like to provide comments by phone or in person, please contact Associate Provost Ken Baerenklau at associateprovost@ucr.edu.

Please submit your letter via email to provostadmin@ucr.edu. We hope to hear from you by **May 13, 2019**.

Thank you in advance for your participation.

Sincerely,



Cynthia K. Larive
Provost & Executive Vice Chancellor
University of California, Riverside

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The University of California will keep your name and institutional affiliation confidential. When an administrator requests to see letters in his or her file, pursuant to state law and University policy, the full text of the body of your letter will be provided to the candidate. However, any identifying information on the letterhead and within your signature block will be removed. In order to keep your identity confidential, you may want to avoid putting information in the body of your letter that would identify you. If you wish, you may provide a brief factual statement regarding your relationship to the faculty member as a separate attachment to your letter which we will not disclose to the candidate. In those rare instances where a court or government agency seeks to compel the disclosure of the source of a confidential evaluation in University of California academic personnel files, it is the University practice to protect the identity of authors of letters of evaluation to the fullest extent allowable under law. The judicially mandated disclosure of the identity of confidential evaluations has been extremely rare at the University of California