May 9, 2017

DEANS

Re: 2017-18 Faculty Recruitment Authorization

I am writing to finalize faculty recruitment authorizations for 2017-18, and in some cases additional years. Thank you for updating your multi-year plans for faculty hiring based on the outcomes or anticipated outcomes of the 2015-16 and 2016-17 recruitments and any significant changes in the strategic vision of your school or college. Even as we work to rebalance our core funds budget to improve financial sustainability, we must continue to hire faculty so that our total faculty numbers grow to support both our increasing student enrollment and excellence in research and service. In addition, I am relying on you to consider a broader range of ongoing fund sources that can be leveraged to support faculty hiring when possible.

Faculty Start-up Considerations

Faculty start-up costs, including the provision of space, will continue to be a challenge for many units. My decisions about start-up cost allocations for 2017-18 recruitments consider these constraints. On an annual basis, campus sets aside $10 million for faculty start-up block grants. Given our continued increased hiring, we will commit an additional $1.0 million in one-time funds to increase the start-up block grants to approximately $11.0 million in 2017-18.

With the implementation of the incentive-based budget model, partnerships between deans and departments play a more prominent part in funding start-ups. I appreciate the approach that many of you are taking to address this challenge, including: generating and leveraging external resources in start-ups; thinking creatively about your core research facilities and equipment and how to provide incoming faculty with assurances about access to these existing resources without their duplication; reconfiguring and reimagining the use of existing space; and strategically investing one-time resources. These efforts no doubt entail difficult trade-offs, some risk-taking, and even culture change, but represent an important opportunity for the campus to succeed with hiring a large number of excellent faculty.

We recognize that successful faculty hiring depends critically on providing appropriate space. Executive Project Advisory Committees (EPAC) have been established for those colleges and schools with considerable capital and space projects. I strongly encourage you to continue to work closely with Finance, Operations and Administration participants on the EPAC for your college or school on critical space needs related to faculty hiring and fully engage in this discussion as early as possible in the hiring process. If an EPAC has yet to be established for your school, please work with Capital and Space Planning if you need assistance. It is incumbent upon you to identify space, obtain estimates for any improvements to the space, and identify a fund source before an offer is transmitted to a candidate.

Provost Approval of High-Cost Start-Up Offers

As we recruit and develop start-up packages for new faculty hires, I would like to be engaged earlier in the process for start-ups that involve high-cost and potentially significant space or capital needs to ensure that we are fully considering the potential financial commitment of the campus when moving forward with these type of hires. It is in all of our best interests that the commitments we make to new faculty can be achieved in a financially responsible and timely manner, and it is critical that I am made
aware of these as soon as possible so that the Provost's office has the opportunity to weigh-in as appropriate. Therefore, effective immediately, review and approval from the Office of the Provost will be required before transmitting any start-up package offer letter that meets either of the following criteria: 1) totals $1 million or more; 2) may result in a significant renovation or capital need. Prior to negotiating or finalizing a negotiation with a candidate, please submit a draft of the start-up or resource letter with an explanation of your expected funding source and/or space plan. I understand that time is critical in these negotiations and commit to responding within two business days or less. Until July 31, 2017 please submit these requests for approval to kcburtis@ucdavis.edu, and to hexter@ucdavis.edu thereafter.

**Commitment to Diversity and Excellence**

I intend that investment of our campus resources for faculty hiring will serve as a catalyst for transformative change. Therefore, I ask that you give distinct attention to your faculty's diversity throughout the process, i.e. when preparing your search plans, writing the position descriptions, selecting recruitment committee members, the mandated use of diversity statements, reviewing applicant pools and short-lists, and crafting tentative offers. With each hire you are re-creating the face of your department and school, college, or division—one that is decidedly visible to prospective students and faculty applicants, as well as to our global community. Having a world-class faculty means recruiting the best faculty, and our searches accordingly should have unlimited geographic reach.

To help you accomplish our imperative for campus excellence and further our national and international prominence, we have opportunities to accelerate some campus hires as part of the ADVANCE/CAMPOS initiative. (Please visit the UC Davis [ADVANCE](http://academicaffairs.ucdavis.edu/tools/hiring-goals/index.html) site for more information on best recruitment practices and the [CAMPOS Initiative](http://academicaffairs.ucdavis.edu/tools/hiring-goals/index.html) site for specific information on nominating a specific candidate as a CAMPOS Scholar.) We have also begun a new program, the Impact Recruitment Incentive, to support the hiring of scholars in the humanities and social science disciplines not included in CAMPOS.

Vice Provost Stanton's office provides tools for you to determine your most current diversity goals for your units at: [http://academicaffairs.ucdavis.edu/tools/hiring-goals/index.html](http://academicaffairs.ucdavis.edu/tools/hiring-goals/index.html). She and I share an unwavering commitment to diversity and will be reviewing your practices to ensure that you give sufficient attention to meeting these goals throughout the recruitment process. You will find helpful resources for increasing diversity on the Academic Affairs website, including the use of diversity statements, information on recruitment process guidelines, and guidelines for creating inclusive recruitments.

Hiring opportunities related to the President's/Chancellor's Postdoctoral Fellowship Program should also be considered. We strongly encourage you to consider current and former Fellows for your future positions, and we welcome search waiver requests for these positions. UC Office of the President provides five years of salary support for a limited number of these positions systemwide (amount varies each year but is approximately $85,000 per position annually). Read more about this program at the [UCOP](http://academicaffairs.ucdavis.edu/tools/hiring-goals/index.html) site.

Some of you have taken advantage of the Target of Excellence (TOE) Program to bring to campus prominent scholars of the highest distinction. Additionally, we often have been able to hire excellent faculty as POP candidates outside of the regular faculty recruitment process. It is my expectation that Vice Provost Stanton and I will continue to be highly involved in any potential TOE recruitments early in the process and will work with you on any POP candidate opportunities that arise during the course of other faculty recruitments. Campus support for these positions will be negotiated on a case-by-case
basis and there will be an expectation that deans share the cost of these positions, including compensation and start-up funding.

Our campus has many tools at its disposal to help us attract and support new faculty members and their families. Ladder-rank faculty and L/P/SE faculty are all eligible for the Mortgage Opportunity Program (MOP), POP services, allowable removal expenses and a recruitment allowance. Academic Affairs has created a Guidebook for Chairs on Recruiting, Hiring and Launching LSPSOE/LSOE faculty to assist with the hiring of this title series. Moreover, UC Davis offers exceptional opportunities and programs for work life integration and additional dual-career/family services (through the Capital Resource Network). Please encourage your department chairs to become fully informed on these programs, which can give our campus a competitive edge in competing for top academic talent.

All recruitment activity is to be conducted in accordance with academic personnel policies and procedures as overseen by the Vice Provost of Academic Affairs. My recruitment decisions, provided in the attachment, balance the overall context described above and the specific needs of your college, division or school.

Recruitment Authorization
The attachment provides the specific faculty recruitment authorization for your school or college.

Thank you for your leadership and continued effort to increase our faculty in both number and excellence.

Sincerely,

Kenneth C. Burtis
Interim Provost and Executive Vice Chancellor

Attachment

c:  Vice Provost Stanton
    Interim Lead Ratliff
    Assistant Vice Provost Singh
    Director Mangum
    Director McUmber
    Principal Budget Analyst Grensted
    Principal Budget Analyst Wright
    Principal Budget Analyst Willoughby
    Budget Analyst Udahl
    Assistant Deans