



Ralph J. Hexter
Provost and Executive Vice Chancellor

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June 13, 2019

DEANS

Re: 2019-20 Faculty Recruitment Authorization

Dear Colleagues:

Thank you for updating your multi-year plans for faculty hiring as requested in my March 8th letter and sharing information on the current and future hiring priorities and constraints in your school or college. As you know, this is the final year of this planning cycle and we are now in a period of slower enrollment growth and less access to increased revenue. In this environment, our efforts to add net new faculty will slow, but we will continue to hire, as vacancies occur, to maintain our ability to support our student enrollment and the mission of the University and not fall behind the progress made in recent years. This continues to be an opportunity to renew and diversify our faculty across many dimensions. It is critical that you evaluate each hiring opportunity against the needs of the entire school or college and address both shifts in teaching needs and emerging and changing areas of research.

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 2019-20 recruitments reflect these constraints. On an annual basis, central campus sets aside approximately \$10 million for faculty start-up block grants. I am allocating approximately \$5 million to support proposed new recruitments and another \$4 million of prior commitments to address accumulated start-up needs in several units.

Partnerships between deans and departments are critical to fund start-up costs. 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 while avoiding 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 they represent important strategies to enable the campus to hire the appropriate number of excellent faculty.

We recognize that providing appropriate space is critical to successful faculty hiring. Executive Project Advisory Committees (EPAC) exist 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 to create one. We rely 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; your EPAC and the [Space and Project Needs Request](#) process can assist you with these efforts.

Provost Approval of High-Cost Start-Up Offers

As we recruit and develop start-up packages for new faculty hires, it is critical that we fully consider the potential financial commitment of the campus. It is in all of our best interest that the commitments we make to new faculty be achievable in a financially responsible and timely manner. Several years ago we implemented a requirement that the Office of the Provost review and approve 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. I have found this opportunity to review high-cost start-up offers useful and will continue this practice. Prior to negotiating with a candidate, or finalizing a negotiation if multiple iterations of the offer move it above the thresholds described above, please submit a draft of the start-up or resource letter with an explanation of your expected funding source and/or space plan to me. I understand that time is critical in these negotiations and commit to responding within two business days. Often I can do so even more expeditiously.

Commitment to Diversity and Excellence

Investing campus resources in faculty hiring serves as a catalyst for transformative change. Therefore, I ask that you give distinct attention to your faculty's diversity throughout the process, including:

- when preparing your search plans,
- writing the position descriptions and minimum criteria,
- selecting recruitment committee members,
- taking pro-active steps to seek out candidates committed to diversity, equity, and inclusion – such as reviewing recent President/Chancellor's Postdoctoral Scholars (P/CPFP) – (see below),
- using the required diversity statements by scoring them with rubrics provided by Academic Affairs, and require applicants to achieve a scoring cutoff to be considered,
- using advertising language that attests to our commitment to diversity, inclusion, and work-life integration (see “Advertising Suggestions” at: http://academicaffairs.ucdavis.edu/diversity/equity_inclusion/index.html),
- reviewing applicant pools and short-lists, and,
- crafting tentative offers.

With each hire you are re-creating the face of your department school or college—one that is decidedly also 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.

Academic Affairs is in the process of revising existing tools, including those related to assessing current workforce goals provided by the National Science Foundation and other organizations

representing professional school disciplines. To learn about your most current aspirational workforce goals, please connect with Steve Chatman, Manager – Institutional Academic Data, Academic Affairs, spchatman@ucdavis.edu. We share an unwavering commitment to diversity and inclusion, and will be reviewing your practices to ensure that sufficient attention is given to meeting these hiring aspirations 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 Support Programs

The campus has a number of programs to support efforts to hire excellent faculty who will excel both in research, teaching our diverse student body, and public service. Often hires supported by these programs are beyond your annual authorization. In most cases these programs offer limited-term salary support for these hires. After that support expires your school or college is fully responsible for the costs of the faculty salaries. Generally, these hiring opportunities should be thought of as pre-hiring for future vacancies. It is important that when a school or college moves forward with these type of hires they are fully considering the future implications and obligations they entail. Descriptions of these programs follow.

Advancing Faculty Diversity Grant

This year our campus received a grant from the UC Office of the President (UCOP) to conduct eight recruitments where Academic Affairs, schools, and colleges partnered to conduct open searches with regard to scholarly area, as well as more intentional review of Contributions to Diversity Statements. Based on the results of this year's Advancing Faculty Diversity Grant searches, Academic Affairs will be offering more specific guidelines and best practices to support the increase of qualified, diverse candidates in our pools. These recruitments are currently in their final phase, but thus far the feedback about the quality of the candidates and process is very positive. I look forward to the results and what we will learn to support future efforts to increase the diversity of our faculty.

As part of the grant, UCOP provided funds for the unique support of these searches (e.g., costs for broad advertisement, costs for campus visits, support fund for the first year for the successful appointees, confidential advisors, Capital Resource Network Services, and enrollment in the National Center for Faculty Development and Diversity). Faculty who are hired will join the 2019-2020 cohort of CAMPOS scholars, and as in the past the campus will provide five years of initial CAMPOS or IRI partial salary support. Deans remain fully responsible for the start-up costs.

CAMPOS/IRI Scholars

To help you accomplish our imperative for campus excellence and further our national and international prominence, we have opportunities to support hires as part of the CAMPOS and IRI initiatives. For more information please visit the [CAMPOS program website](#).

Beginning with the CAMPOS and IRI scholars that will be hired as part of the Advancing Faculty Diversity Grant recruitments underway, the campus will increase the amount of partial

salary support for *newly appointed* CAMPOS and IRI from \$85,000 per year to \$100,000 per year for five years. This amount has not increased since the inception of the program.

Postdoctoral Fellows

Hiring opportunities related to the President's/Chancellor's Postdoctoral Fellowship Hiring Incentive Program should also be considered. 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](#) site. In recent years, this program was expanded to provide eligibility for ladder rank hires in the health sciences. Academic Affairs supports the nomination process between UC Davis and UCOP and can provide assistance and information about the program.

Partner Opportunity Program and the Capital Resource Network

Additionally, we often have been able to hire excellent faculty as Partner Opportunity Program (POP) candidates. It is my expectation that Vice Provost Kass will work with you on any POP candidate opportunities that arise during the course of other faculty recruitments. Campus support for POP candidates is negotiated on a case-by-case basis, and there is an expectation that deans significantly share the cost of these positions, including compensation and start-up funding. More information about POP is available [here](#).

Please also strongly consider utilizing the Capital Resource Network (CRN) program as part of the support you provide to all newly hired faculty to help their transition/move to UC Davis and the region and overall "integration" to our community. The CRN supplements the dual career needs, especially for those partners who are not seeking a ladder rank faculty or non-faculty position. Effective January 2019, funding for approved non-Senate academic and staff POP candidates was reduced from two years to one year, with the strong recommendation to include CRN consultation to support these partners in their long-term career goals. To discover the many ways that CRN can be an important component in a recruitment package, even as early as the interview stage, please visit the website [here](#).

Target of Excellence

Some of you have taken advantage of the Target of Excellence (TOE) Program to bring to campus prominent scholars of the highest distinction who would be expected to rise to the top of an open faculty search. If you have such a hire in mind, information on the program is available [here](#) and you should work closely with VP-AA Kass, who can guide you through the process. Before final authorization for a TOE hire is given, you and I meet to confirm your ability to fund the hire. Campus support for TOE candidates is negotiated on a case-by-case basis and is generally extremely limited. In the current environment, TOE recruitments should be thought of as an alternative process to meet your authorized hiring (i.e., search waiver), and not an opportunity to increase your total level of hiring. Only in very special circumstances would we approve a TOE as an additional hire.

Faculty Recruitment Support

Our campus has many tools at its disposal to help us attract and support new faculty members and their families. Ladder-rank and L/P/SOE faculty are all eligible for the Mortgage Opportunity Program (MOP) (100% time positions), POP services, allowable removal expenses

and a recruitment allowance. Academic Affairs is currently revising their Guidebook for Chairs on Recruiting, Hiring and Launching LSPSOE/LSOE faculty due to the recent changes to [Academic Personnel Manual 285, Lecturer with Security of Employment Series](#), this resource will be available later this year. Moreover, UC Davis offers exceptional opportunities and programs for [work life integration](#) and additional services such as integrating into the locale and additional dual career services in the region (through the [Capital Resource Network](#)). Please encourage your department chairs to become fully informed about these programs, which can give our campus a competitive edge in competing for top academic talent.

Recruitment Authorization

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 or school.

The attachment provides the specific faculty recruitment authorization and start-up block grant for your school or college.

Thank you for your leadership and continued effort bring excellent and diverse faculty to UC Davis.

Sincerely,



Ralph J. Hexter
Provost and Executive Vice Chancellor

Attachment

- c: Vice Provost Kass
- Senior Associate Vice Chancellor Frace
- Assistant Vice Provost Singh
- Assistant Vice Chancellor Mangum
- Interim Director Carbahal
- Assistant Director Carney
- Assistant Director Ireland
- Principal Budget Analyst Grensted
- Principal Budget Analyst Martin
- Principal Budget Analyst Willoughby
- Budget Analyst Udahl
- Assistant Deans