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Provost and Executive Vice Chancellor

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June 7, 2018

DEANS

Re: 2018-19 Faculty Recruitment Authorization

Thank you for updating your multi-year plans for faculty hiring as requested in my February 26th letter and sharing information on the current and future hiring priorities and constraints in your school or college. As we enter a period of slower growth and less access to increased revenue than during the past six years, it is critical that we continue to hire faculty to maintain and grow our ability to support our student enrollment and the mission of the University. This may mean that our efforts to add net new faculty will slow over the coming years due to resource constraints. Nonetheless, we must not fall behind the progress made in recent years, and we should continue to look for opportunities to add net new faculty where responsible growth permits.

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 2018-19 recruitments reflect these constraints. On an annual basis, campus sets aside approximately \$10 million for faculty start-up block grants. This year I am allocating these resources to support proposed new recruitments as well as to address some instances of significant accumulated commitments from successful hiring in prior years.

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.

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 interests that the commitments we make to new faculty be achievable in a financially responsible and timely manner. Last year 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,
- selecting recruitment committee members,
- taking pro-active steps to seek out diverse candidates – such as reviewing recent President/Chancellor's Postdoctoral Scholars (P/CPFP) – (see below),
- use of the required diversity statements,
- 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.

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](#) site for more information on best recruitment practices and the [CAMPOS Initiative](#) site for specific information on nominating a specific candidate as a CAMPOS Scholar). We have also begun a new program, the Impact Recruitment Incentive (IRI), to support the hiring of scholars in the humanities and social science disciplines not included in CAMPOS.

Vice Provost Kass' office provides tools for you to determine the most current diversity goals for your units at: <http://academicaffairs.ucdavis.edu/tools/hiring-goals/index.html>. We share an unwavering commitment to diversity and will be reviewing your practices to ensure that sufficient attention is given 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 Hiring Incentive Program should also be considered. This past year, we learned from UCOP that they were no longer limiting the number of the faculty incentive hires we could request per year and, for the first time, they opened the program to ladder faculty hires in the Health Sciences. With these updates, 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](#) site.

Some of you have taken advantage of the Target of Excellence (TOE) Program to bring to campus prominent scholars of the highest distinction. If you have such a hire in mind, you should work closely to 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.

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 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 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 has created a [Guidebook for Chairs on Recruiting, Hiring and Launching LPSOE/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 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.

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.

Faculty Recruitment Authorization

June 7, 2018

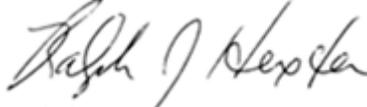
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Recruitment Authorization

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,



Ralph J. Hexter

Provost and Executive Vice Chancellor

Attachment

- c: Vice Provost Kass
- Vice Chancellor Ratliff
- Assistant Vice Provost Singh
- Assistant Vice Chancellor Mangum
- Interim Director Carbahal
- Assistant Director Carney
- Principal Budget Analyst Grensted
- Principal Budget Analyst Wright
- Principal Budget Analyst Willoughby
- Budget Analyst Udahl
- Assistant Deans