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Provost and Executive Vice Chancellor

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June 28, 2022

**Dean Helene Dillard**  
College of Agricultural & Environmental Sciences

**Dean Rao Unnava**  
Graduate School of Management

**Dean Stephen Cavanagh**  
Betty Irene Moore School of Nursing

**Dean Kevin Johnson**  
School of Law

**Dean Mark Winey**  
College of Biological Sciences

**Dean Estella Atekwana**  
College of Letters and Science

**Dean Lauren Lindstrom**  
School of Education

**Interim Dean Susan Murin**  
School of Medicine

**Dean Richard Corsi**  
College of Engineering

**Dean Mark Stetter**  
School of Veterinary Medicine

**RE: 2022-23 Faculty Recruitment Authorization**

Thank you for submitting your plans for 2022-23 faculty hiring as requested in my March 14<sup>th</sup> letter. I also appreciated the conversations we had about the long-term hiring opportunities, strategies, and challenges for your college or school. Thank you as well for your careful consideration of the appropriate number of faculty in each discipline to meet our curricular needs and research priorities while understanding that our enrollment and funding are stabilizing and not likely to grow significantly in the coming years. As you know, hiring ladder-rank faculty is always an opportunity to renew and diversify our community across many dimensions and I look forward to working with you to strategically address campus priorities, including our DEI goals.

**Faculty Start-up Considerations**

Faculty start-up costs have been, and will likely continue to be, a challenge for many units. In reviewing your requests, we assessed the capacity and planning each unit is doing to support faculty hiring in a sustainable way. Partnerships between deans and departments are critical to fund start-up costs. In addition, there are a number of ways to meet start-up needs with existing resources, including: generating and leveraging external resources in start-ups; thinking creatively about your core research facilities, 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.

I am allocating over \$8 million to support proposed new faculty recruitments. I understand that there are often unknown needs and opportunities that arise during the hiring process. While I am willing to discuss additional campus support in these situations, I will expect you to demonstrate that significant local resources have been applied and that existing campus programs and cores have been

leveraged. I will not support the duplication of equipment or services the university already has available and that have capacity to support a new hire.

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 to fully engage in this discussion as early as possible in the hiring process. We rely upon you to identify space, obtain estimates for any improvements to the space, and secure 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. Schools without an EPAC that anticipate significant capital investment in the coming year should work with Capital Planning to determine whether an EPAC should be established.

#### *Provost Approval of High-Cost Start-Up Offers*

The Office of the Provost must 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. Please submit a draft of the start-up or resource letter with an explanation of your expected funding source and/or space plan to the Provost's Office prior to negotiating with a candidate, or finalizing a negotiation if multiple iterations of the offer move it above the thresholds described above. We understand that time is critical in these negotiations and promise expedited responses. We are certain that you will agree that it is in all of our best interests that the commitments we make are achievable in a financially responsible and timely manner, as well as consistent with campus equity efforts.

#### *Commitment to Diversity, Equity and Inclusion*

Investing in faculty hiring can result in transformational change. With each hire, you are re-creating the face of your department, school, or college, bringing into our community an individual who is visible to students, prospective students, prospective faculty, and others.

I therefore ask that you seriously discuss with your faculty the advantages of implementing the following practices to support diversity, equity, and inclusion when preparing your search plans, writing the position descriptions and minimum criteria, and when selecting recruitment advisory committee members:

- Taking proactive steps to seek out candidates committed to diversity, equity, and inclusion (DEI), such as reviewing recent President/Chancellor's Postdoctoral Scholars (P/CPFP). Additional support in these areas is being developed and more information will be provided in the near future.
- Enhancing the use of required statements of contributions to DEI by asking the recruitment advisory committee to score them, preferably anonymized and calibrated to career stage, with rubrics. Examples can be provided by Academic Affairs, but, importantly, the rubrics used to judge DEI statements must be created and employed at the responsible discretion of the department and recruitment advisory committees, in the same way that teaching, research, and service are standardly judged, to align with the needs of the specific recruitment before it begins. Guidance to candidates on how to prepare DEI statements is available at: <https://academicaffairs.ucdavis.edu/guidelines-writing-diversity-statement>.
- More information will be provided regarding an outreach and communications plan that will be implemented this summer to enhance our recruitment efforts. In addition, please use 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](http://academicaffairs.ucdavis.edu/diversity/equity_inclusion/index.html)). Academic Affairs can also provide draft template position descriptions for uploading into UC Recruit that expand upon this commitment and that have garnered praise from applicants.

- Offering confidential faculty advisors, who are not connected to the faculty recruitment process, to interviewees to provide candid and confidential answers to questions that would normally not be asked by faculty candidates.
- Crafting tentative offer letters (TOLs) that include participation in the [Capital Resource Network](#), [Partner Opportunity Program](#), and the Faculty Success Program offered through the [National Center for Faculty Development and Diversity](#).
- Please also recall the specific requirements of our [Reference Check Program](#) for faculty hires that are in the ranks of assistant professor 4, 5, 6 or associate professor and above in UC Recruit and the statement to note in the TOL.

Academic Affairs is in the process of revising existing tools, including those related to assessing current workforce goals provided by the National Science Foundation, The Integrated Postsecondary Education Data System, and other organizations representing professional school disciplines. To learn about your most current aspirational workforce goals, please connect with Brian Darnell and Cathy Wu, Managers – Institutional Academic Data, Academic Affairs, [aadatamanagers@ucdavis.edu](mailto:aadatamanagers@ucdavis.edu).

Academic Affairs shares an unwavering commitment to diversity, equity, and inclusion in faculty recruitment, and will be reviewing your shortlists in UC Recruit to ensure that sufficient attention is given to meeting these hiring aspirations throughout the hiring process. You will find helpful resources for increasing diversity on the [Academic Affairs website](#), including:

- the rationale for our use of statements of contributions to DEI,
- guidelines for writing such statements,
- [Strength Through Equity and Diversity \(STEAD\)](#) faculty training for recruitment advisory committee members.

### Hiring Support Programs

The campus has a number of programs to support efforts to hire excellent faculty who will excel 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 types of hires, they are fully considering the future implications and obligations they entail. Descriptions of these programs follow.

### CAMPOS and CAMPSSAH Scholars

To help you accomplish our imperative to hire faculty committed to DEI and further our national and international prominence as a research university, we have opportunities to support hires as part of the [CAMPOS](#) and [CAMPSSAH](#) initiatives in the Office of Diversity, Equity, and Inclusion.

### Presidential and Chancellor's Postdoctoral Fellows

Hiring opportunities related to the President's and Chancellor's Postdoctoral Fellowship hiring incentive program should also be considered before initiating searches. The UC Office of the President provides five years of salary support for a limited number of former Presidential and Chancellor's Postdoctoral Fellows systemwide to be hired as ladder-rank faculty (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 for Academic Affairs (VPAA), Phil Kass, will work with you on any POP candidate opportunities that arise during the course of other faculty recruitments. It also is my expectation that the Deans will collaborate as much as possible on creating opportunities for potential POP hires. Campus support for POP candidates is negotiated on a case-by-case basis, and there is an expectation that deans share the cost of these positions, including compensation and start-up funding. More information about the POP program, including search waiver and appointment processes, 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 dual-career needs, especially for those partners who are not seeking a ladder-rank faculty position at UC Davis. To discover the 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 VPAA Kass, who can guide you through the search waiver and appointment process that includes consultation with Academic Senate committees. Before final authorization for a TOE hire is given, you and I meet to confirm your ability to fund the hire. Campus financial support for TOE candidates is extremely rare. 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, as well as their partners and families. Ladder-rank and LP/SOE faculty are all eligible for the [Mortgage Origination Program \(MOP\)](#) (100% time positions), ZIP loans (further information will be provided in the next month), [POP services](#), allowable moving expenses, and a [Faculty Recruitment Allowance](#). Resources are also available for [Professors of Teaching \(LPSOE/LSOE/LSOEs\)](#). Moreover, UC Davis offers exceptional opportunities and programs for [work-life integration](#) 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. Moreover, we are developing a document that will describe the myriad of other benefits of employment at the University of California and specifically at UC Davis, including the UC retirement program, campus infrastructure and support services, and other benefits.

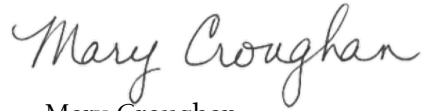
#### Recruitment Authorization

All recruitment activity is to be conducted in accordance with academic personnel policies and procedures as overseen by the Vice Provost of Academic Affairs, Phil Kass. My recruitment decisions balance the financial considerations and specific high-priority needs of your college or school.

Budget and Institutional Analysis will provide an attachment with the specific faculty recruitment authorization and start-up block grant for your school or college.

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

All the best,



Mary Croughan  
Provost and Executive Vice Chancellor

Attachment

- c: Vice Provost Phil Kass
- Assistant Vice Provost Binnie Singh
- Associate Vice Chancellor Sarah Mangum
- Executive Assistant Dean Penelope Herbert
- Assistant Dean Holly Evans
- Executive Assistant Dean Jennifer Sang
- Assistant Dean Damian Chapman
- Executive Assistant Dean Jessie Catacutan
- Assistant Dean James Kelly
- Senior Assistant Dean Brett Burns
- Executive Assistant Dean Ian Blake
- Executive Assistant Dean Larisa Kure
- Executive Assistant Dean Mary McNally
- Director Leslie Carbahal
- Assistant Director Laurie Carney
- Principal Budget Analyst Jessica Lewis
- Principal Budget Analyst Brian Martin
- Principal Budget Analyst Elisabeth Willoughby
- Principal Budget Analyst Beth Ockenden
- Budget Analyst Donna Udahl