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CHANCELLORS

Dear Colleagues:

As you know, I recently authorized the use of \$5 million in one-time funds taken primarily from excess reserves from the Mortgage Origination Program (MOP) to enhance the President's Postdoctoral Fellowship Program (PPFP). I am writing with details about the process for awarding the funding in support of the PPFP hiring incentive and the development of additional mentoring and training resources.

The \$5 million is a one-time allocation, to be committed to hiring and programming over the next three years. Should any of the funds be uncommitted after June 2017, they will be returned to the MOP. Because the PPFP hiring incentive is a five-year commitment, it is expected that all funds will have been committed by June 2017, but some may be unexpended on the campuses in order to finish out the five-year hiring incentive commitments.

Enhancements of the Hiring Incentive

As you know, the Office of the President (UCOP) currently supports the hiring of former PPFP fellows into UC ladder-rank faculty positions by providing \$85,000 for each of five years to support a portion of salary and benefits (for a total of \$425,000 per hire). The program is funded to support up to twelve new hires per year. There is no funding for start-up costs. The Initiative funds will support the current hiring incentive by funding additional fellows and adding an option to partially fund start-up costs in selected disciplines as follows:

Hiring Incentive Salary Budget

\$2,125,000 will support five additional hires, to be in addition to the twelve per year already supported through the Hiring Incentive. Each of the five hires would be allotted \$85,000 for five years with a total of \$425,000 for each hire. There will not be a special process to award these funds, but they will be available as a part of the current Hiring Incentive process, coordinated by the PPFP Executive Director, Sheila O'Rourke. Funds will be managed by the UCOP Budget Office. Since there is

an historic high number of fellows this year, it is likely that the extra hires will occur for those fellows as they become eligible to be hired as faculty beginning in July 2014 and July 2015. If not entirely committed after these first two years, then the remaining funding will be available to support new hires beginning in July 2016.

Hiring Incentive Start-up Budget

\$2,400,000 will be available to support partial start-up costs for those former PFP fellows being hired into STEM (STEM includes science [physical and life sciences], technology, engineering, and mathematics) and health sciences ladder-rank faculty positions; former PFP fellows hired as faculty in the health sciences are eligible for these start-up funds, even though they are not eligible for the salary incentive. Funds will support up to 20 percent of start-up costs if total start-up costs exceed \$400,000, with a cap of \$200,000 per hire. The funding would support twelve new faculty members at the maximum amount.

- A request form will be available by February 1 on the PFP web site, and questions about the incentive should be directed to Director Sheila O'Rourke.
- We hope that the funding will be sufficient to support hires over three years, but funding may be fully committed in the first two years. Up to \$1,200,000 will be awarded in each of the first two years, for hires commencing in FY 13-14 and FY 14-15, and any remaining funds will be available for the hiring cycle in FY15-16.
- A new hire in STEM disciplines is eligible for both the Hiring Incentive and the partial support of start-up costs.
- A new hire in the health sciences is eligible only for the partial support of start-up costs.
- Director O'Rourke will inform the Council of Vice Chancellors of funding commitments at the end of each month during the main hiring cycle in the spring, beginning in February 2014. There will only be a new monthly report if the numbers change.
- Disbursements will be coordinated with the UCOP Budget Office.

The Hiring Incentive has never been administered with restrictions on how many hires may be supported annually on a given campus. We will continue to award the salary incentive on a first-come basis. Since we do not know how requests for the start-up funds will come in, however, and because the health sciences will be

eligible for an incentive for the first time, we would like to restrict the funding to no more than \$400,000 to a single campus in a given year. This can be assessed as hiring unfolds and any requests for an exception will be reviewed by Provost Dorr.

Resources for Mentoring and Development

In addition to the support for the Hiring Incentive and partial start-up costs in some fields, the President's initiative includes funds to support the PFP fellows and new faculty who were PFP fellows in their department and campus environments. A total of \$475,000 will support additional mentoring and training as follows:

- *Programming for deans and department chairs to support a diverse faculty.* During a three-year period, the Initiative will sponsor training seminars for deans and department chairs since deans and chairs play a key role in creating inclusive academic climates that enable all faculty to do their best work. The training will be available to all deans and chairs--not just those from departments sponsoring fellows or new faculty hired through the incentive--under the assumption that all departments need to be aware of best practices that enable the hiring and retention of diverse faculty. With advice from campus Vice Provosts in Academic Affairs/Academic Personnel, the Initiative will develop training materials and facilitators to lead training on implicit biases, sub-cultural differences, and the role of departmental practices and cultures in academic success. To facilitate strong participation, trainings will be held on each of the ten campuses. I hope you will work with your Executive Vice Chancellor/Provost to encourage participation. Funds will support administration of the seminars, including support for program development and for speakers and facilitators with research expertise in academic cultures. Planning for the seminars has already begun by the Initiative Advisory Group, with trainings to be offered beginning in 2014.
- *Professional support for current fellows and for former fellows in new faculty roles.* In addition to current PFP retreats that support professional development, Initiative funds will support access to new resources for fellows and new faculty. Vice Provost Susan Carlson and Director O'Rourke are discussing a systemwide membership for UC in organizations that provide such professional development support. They will seek your buy-in for such memberships.

Development of this professional support and training will be coordinated by Vice Provost Carlson and Director O'Rourke in consultation with the Initiative Advisory Group that includes the Chair of the PFP Advisory Board and the Chair

of the University Committee on Affirmative Action and Diversity (UCAAD). Regular updates will also be provided to the President, Chancellors, Executive Vice Chancellors, Academic Council Chair, and Chief Diversity Officers over the life of the initiative.

Outcome Reporting and Accountability for Use of Funds

Initiative leaders will collect information to assess our effectiveness in building a stronger PFP, working with the campuses to collect feedback on the new funding for hiring start-up funds and on the training and professional support components. Those campuses who participate in the initiative will have the responsibility to supply data on the program. Consistent with the University's obligation to be transparent and accountable, Vice Provost Carlson and Director O'Rourke will report biannually on the expenditures. All funds will be dispersed to the campuses with hiring commitments or expended by June 2017.

This PFP Initiative is designed to strengthen an already successful program with the goal of diversifying the UC ladder-rank faculty. We will be celebrating the 30th Anniversary of the program October 9-10 in Oakland, and I look forward to your joining me for that event. I am counting on your continuing support of our mission to serve the increasingly diverse state, nation, and world.

Yours very truly,



Janet Napolitano
President

cc: Director Alivisatos
Academic Council Chair Jacob
Provost Dorr
Executive Vice President Brostrom
Vice President Lenz
Vice President Mara
Vice Provost Carlson
Associate Vice President Obley
Executive Vice Chancellors/Provosts
Vice Provosts and Vice Chancellors for Academic Personnel
Director O'Rourke