

Chancellor's Endowed Chair & Fellowship Challenge

UC San Diego seeks to expand the number of endowed chairs and fellowships available to support the recruitment and retention of quality ladder-rank faculty at both senior and junior levels. To this end, the campus will initiate two challenge programs:

UC San Diego Chancellor's Endowed Chair Challenge

Goal: Create 40 UC San Diego Chancellor's Endowed Chairs to support and retain distinguished ladder-rank faculty. Campus investment will be \$20M.

Allocation of Chairs: Chairs will be allocated to the campus' three academic units (General Campus, Health Sciences, SIO) based on the formula outlined in Appendix 1. Upon approval to move forward, should any of these three Vice Chancellor areas not be able to identify credible prospects or raise funds for their allocated chairs within 6-12 months, the Chancellor may determine at his discretion to reallocate the remaining chairs to other Vice Chancellor areas.

Funding: The minimum amount required to be raised from a donor to establish an endowed chair is \$1M for General Campus and \$2M for Health Sciences and SIO. These Chairs would be called the "*XXX (donor name) Chancellor's Endowed Chair in the Division/School YYY*". Each endowed chair will be funded with a \$500,000 Chancellor's match as an FFE in the Regents to augment the minimum donor investment of \$1M or \$2M for the General Campus or Health Sciences and SIO, respectively.

Donors may make a gift for the Chair using a five-year pledge, with the understanding that the payout provided by the donor portion of the fund will be reduced until fully funded. With agreement by the Chancellor on a case-by-case basis, donors in their later years (age 70 and over) may make an irrevocable testamentary pledge as long as they also agree to provide equivalent funds annually during their lifetimes as an expendable gift as "payout replacement".

Use of Payout: The UC San Diego Foundation and the UC Regents establish payout terms¹ for endowed funds.

The payout from the Chancellor's contribution (the Regents FFE) must be used towards payment of the state-funded academic year salary of the chair holder (not summer salary, General Campus Compensation Plan (GCCP), or the Y component of Health Sciences Compensation Plan (HSCP)).

The first \$25,000 from the donor contribution (held by the UC San Diego Foundation) would be the scholarly allowance provided to and used at the discretion of the chair holder (summer salary, GCCP, graduate student support, travel, etc.). The remainder of any payout from the donor contribution would be used at the discretion of the chair holder's department (e.g., for graduate student support for students in the chair holder's area of research or chair holder's academic salary). Any salary savings (including those from self-supporting programs) would revert to the

¹ The UC San Diego Foundation provides payout monthly to funds, while the UC Regents provides payout annually, in arrears.

appropriate academic Vice Chancellor. Current expenditure and stewardship policies for endowed chairs apply.²

Department Chairs and Business Officers are responsible for ensuring the proper use of the annual payout in accordance with the allocation requirements noted above.

Timing to Fundraise: The program to fundraise for the Endowed Chairs will be from January 1, 2016 to June 30, 2022 or when the available number of Chair slots are depleted, whichever is first. At steady state, 40 such Chairs would be deployed across the campus. They will be allocated by each of the academic VCs and available to each division for a year from the initial formal announcement for fundraising. If the division is unable to secure a gift, the chair could be reallocated within each VC area to those units that have donors willing to participate. It is imperative that Development Officers are aware of the allocation to the various units and the priorities for fundraising are articulated by the Deans and matched to eligible state-funded faculty FTEs allocated to the units.

Eligibility, Review and Appointment: Guidelines for approval of endowed chairs, as well as eligibility, review, and appointment of Endowed Chairs can be found in APM 230-8 <http://adminrecords.ucsd.edu/ppm/docs/230-8.html>.

Term: The terms of these Chairs will be five years, with the possibility of reappointment following review, unless the relevant gift agreement says otherwise.

² Current policy includes the following: a) Commitments to retiring or separating chair holders regarding access to fund balances require prior approval by the EVC. b) Decisions to move unspent balances back to principal require Chancellor's approval. c) Access to unspent balances on vacant chairs requires EVC's and then donor's approval. d) Payout balances are to be expended annually. Payout accumulations beyond 1 or 2 years require an expenditure plan and Dean's approval. An annual spending plan is to be provided each Fall by chair holder to Dean, including any plans to accumulate balances for a specific purpose (need Dean's approval).

UC San Diego Chancellor's Endowed Faculty Fellowship Challenge³

Goal: Create 40 UC San Diego Chancellor's Endowed Faculty Fellowships to support newly tenured, ladder-rank faculty and newly promoted Lecturers with Security of Employment (LSOEs), and to retain key faculty at the Associate Professor level. Campus investment will be \$10M.

Allocation of Fellowships: Fellowships will be allocated to the campus' three academic units (General Campus, Health Sciences, SIO) based on the formula outlined in Appendix 1. Upon approval to move forward, should any of these three Vice Chancellor areas not be able to identify credible prospects or raise funds for their allocated fellowships within 3-6 months, the Chancellor may determine at his discretion to reallocate the remaining fellowships to other Vice Chancellor areas.

Funding: The minimum amount required to establish an endowed faculty fellowship is \$500,000. Each Chancellor's Endowed Faculty Fellowship would be funded by an endowment of \$250,000 from a donor (to be held in the UC San Diego Foundation) and \$250,000 from the Chancellor (to be held as an FFE in the Regents. These Fellowships would be called the "XXX (*donor name*) Chancellor's Endowed Faculty Fellowship in the Division/School YYY".

Donors may make a gift for the Fellowship using a two-year pledge, with the understanding that the payout provided by the donor portion of the fund will be reduced until fully funded.

Use of Payout: The UC San Diego Foundation and the UC Regents establish payout terms for endowed funds.

The estimated payout of \$20,000 from the combined endowments per year would be available for a single three-year award and would be non-renewable.

The first \$10,000 of the annual payout would be discretionary to the fellowship holder.

The remaining payout must be used to fund the regular state-funded academic or fiscal-year salary (including MOS but not summer salary or GCCP) of the faculty member. Any salary savings (including those from self-supporting programs) would revert to the appropriate academic VC. The discretionary funds could be used for summer salary, travel, student support, and/or research, but not for GCCP or faculty stipends. All discretionary funds must be spent within one year of the end of the three-year term; any unspent funds would be added to the endowment principal. In the event that the fellowship holder leaves the University, the fellowship would revert to the campus and unspent funds would be added to the endowment principal.

Department Chairs and Business Officers are responsible for ensuring the proper use of the annual payout in accordance with the allocation requirements noted above.

Timing to Fundraise: The program to fundraise for the Fellowships will be from January 1, 2016 to June 30, 2022 or when the available number of Fellowship slots are depleted, whichever is first.

³ For internal use

Over the past three years, an average of 27 LRF/year and 3 LSOEs/yr have been granted tenure. If we award 13 Fellowships /year, then there would be an approximately 43% chance of success for a given nomination, which is reasonably selective.

Eligibility: Ladder-rank appointees achieving tenure, and LSOEs achieving security of employment in the most recent review period would be eligible for nomination. In exceptional cases, it could also be used to retain tenured Associate Professors for whom outside offers have been made by peer institutions.

Review and Appointment Process: Each fall, the Associate Vice Chancellor, Academic Personnel (AVCAP) would invite divisional/School deans, in consultation their department chairs, to submit a list of eligible faculty they would like to propose for appointment to a Chancellor's Fellowship. The annual call would provide a list of the available Fellowships. Divisions and Departments would have discretion to establish the method by which they determine nominations. (Large departments with many eligible faculty may choose to establish a departmental ad hoc committee to evaluate all eligible faculty, while smaller departments may opt for the department Chair and Dean to make this determination). Divisions could propose a faculty member for a specific Fellowship if restricted in purpose or area, or propose appointment to a Chancellor's Fellowship, generally, if any general fellowships are available. Given the allocation of the fellowships to the units, it is expected that they will be restricted.

Given the limited number of Fellowships available, Divisions/Schools would be permitted to forward no more than (5) proposals each year. The limited nature of available Fellowships would be clearly communicated to departments and faculty; nomination in itself would be considered a high honor. Deans would provide the AVCAP with a letter of support for each appointment, with a copy of the candidate's tenure/security of employment file effective the previous July 1; divisional recommendations would be due to the AVCAP no later than October 15.

An ad hoc committee comprised of at least 5 senior faculty members (including past department chairs, the VCEDI or AVC-Faculty Diversity & Equity and former CAP members) and including at least one Senior LSOE would review the proposals and provide a recommendation to the AVCAP. Members of the ad hoc committee would recuse themselves when the committee considers proposals from their home department; or proposals for any candidate who is a collaborator, or for whom there is a conflict of interest.

The ad hoc committee would evaluate all proposals together for calibration purposes, and provide a recommendation to the AVCAP regarding whether each candidate should be considered by the Committee on Academic Personnel and the EVC; the ad hoc could recommend no more than 18 candidates for consideration. The AVCAP would review the ad hoc committee's recommendation, and determine which of the proposals to forward to CAP and the EVC for review. The CAP would then consider all nominees together for calibration purposes and make recommendations to the EVC, who would then make the final decision.

Term: The Fellowship would be offered to each candidate effective on January 1 and remain in effect for three years, non-renewable. The Fellowships may not be awarded until the endowments are fully funded, to ensure the payout is available. For the Regents FFE, payout is provided annually in arrears, and transferred to the campus approximately September of each year.

It is intended that approximately 13 Fellowships will be awarded annually by the Office of the Executive Vice Chancellor, Academic Affairs (EVCAA) (based on input from the Academic Vice Chancellors) to grow to a steady state of 40 such Fellowships deployed across the campus. Each year approximately 1/3 would mature and be eligible for new awards.