

Strategic Pipeline and Recruitment Fund: Practical Tools for Chairs, Faculty, and Deans (10/14)

Goal: Enhance the University's capacity for pipeline development and competitive recruitment that strengthen faculty diversity, broadly defined. (For faculty diversity in relation to core mission, see "Faculty Diversity and Excellence: A Compelling University Interest.")

Funding: Central campus will provide \$850,000 per year.

Relationship to SHI: This is *temporary* supplemental funding to facilitate more robust pipeline and recruitment capacity. It complements, but does not duplicate, SHI programs.

Management responsibility: Vice Provost Bernard-Donals and Interim Vice Provost Sims.

Programs: Pipeline development; competitive recruitment.

Accountability: Requests for assistance will trigger tracking of relevant data, best-practices, and results. In addition to annual monitoring, a cumulative evaluation will take place after three years, in dialogue with appropriate offices (APA, APO, Legal Administrative Services), and with leadership, governance, and faculty-staff community.

Pipeline Development Grants:

1. Search Finalist Grants:

Up to \$1,200 per visitor, to bring additional finalists to campus in an ongoing faculty search. The aim is to prevent undue restriction, as a result of funding constraints, on the number or diversity of promising finalists a search committee wishes to interview.

2. Other Pipeline Grants:

(a) Pipeline Research:

Up to \$1,200 per visit by UW faculty to another doctoral institution to research the pipeline and enhance capacity to recruit diverse candidates for a field in which a search is likely within the next two years. Or, up to \$10,000 for a replacement course, if a dean and chair reassign a major portion of a faculty member's teaching duties in order to pursue multi-site pipeline research visits. (*OVPDC may also organize proactively some emeritus faculty as pipeline researchers.*)

(b) Visiting Speakers:

Up to \$2,500, to support a visiting speaker who increases awareness of promising scholars in the faculty pipeline. Visitors may include emerging scholars such as ABD candidates or assistant professors, and established scholars, especially associate professors or recently promoted full professors.

(c) Faculty Development Academies:

Up to \$15,000, to bring together emerging scholars for a symposium experience, attended by UW-Madison mentors and participants, that enhances faculty development and diversity. (*Grants are for academies organized as grass roots initiatives, or by college-wide or campus-wide offices such as OVPDC or WISELI.*)

(d) Additional Initiatives: Departments and deans may propose other pipeline initiatives.

Competitive Recruitment Supplements: Ongoing Searches:

To build competitive offers that enhance the diversity of the University faculty while supporting professional success, departments and deans may request a recruitment supplement that offers a “career boost,” normally after three years of service at UW-Madison. Such supplements are available to support recruitment of assistant or associate professors, or recently promoted full professors. Release of the supplement is contingent upon successful performance review after two or three years in the appointment.

The career boost resources will supplement rather than replace the initial start-up package. They may take one of the following forms:

- (a) Nellie McKay Fellowship: one year of research support, with full release from teaching, normally during the fourth year of the appointment. In the case of assistant professors who have had successful performance review after two years, the McKay Fellowship may be used during the third year of the appointment. The McKay Fellowship will be handled as an investment in faculty development, with a post-fellowship service requirement similar to that in the faculty sabbatical program. Preference will be given for candidates whose normal instructional load is 2-2.
- (b) PA or RA Bank: two academic-year PAs or RAs (maximum 50% rate).
- (c) Flexible Research Fund.

The total value of the career boost supplement shall not exceed 80K in the case of a Nellie McKay Fellowship, or 50K in the case of a PA/RA bank, or a flexible research fund. If the maximum grant level is insufficient, the sponsoring college/department pays for the balance.

Competitive Recruitment Supplements: Targets of Opportunity:

In cases of target-of-opportunity recruitments that have triggered a successful sole-source request (PVL waiver) from a dean/department to APO, two forms of assistance are available:

- (a) a two-year salary “bridge” up to 80% of salary (not to exceed 80K) in the first year, and 50% (not to exceed 50K) in the second year;
- (b) a career boost supplement equivalent to that available in ongoing searches.

Definition of target-of-opportunity: A persuasive sole-source request requires that the dean and department consider three criteria:

- (a) The candidate is unique or one of the best available in the field at the targeted rank.
- (b) The opportunity is time-sensitive – agile action is required to recruit successfully.
- (c) The hire constitutes an “impact appointment” by creating academic capacity beyond incremental accretion, e.g., a new research field of importance, new critical mass or synergies to reshape established fields or strengths, new teaching capacity to engage diverse students.

How to Apply and Consult for Help:

If a dean or a chair wishes to confer about developing a faculty pipeline and recruitment plan or related matters, please contact Vice Provost Michael Bernard-Donals (2-5246, mbernarddon@wisc.edu) or Interim Vice Provost Patrick Sims (5-5228, patrick sims@cdo.wisc.edu).

Method of Application:

1. Request:

A preliminary request – by chair or dean – may be made to Vice Provost Bernard-Donals, by telephone or e-mail. Expect a telephone follow-up from Bernard-Donals to understand the request and the diversity/pipeline strategy of the search, and to agree on expectations.

2. Educational and best-practice activity:

Before funds are approved, the department must summarize its activity to develop best-practices for pipeline development and effective searches, and to participate in discussion of research on unconscious bias. The specific educational activity is flexible, e.g., search committee participation in a WISELI workshop, an OVPDC Faculty Diversity program, or a symposium with a similar purpose.

3. Approval:

Bernard-Donals will confer with Sims before confirming or withdrawing preliminary approval. Implementation of the approval requires a brief formal request memo copied to Assistant Vice Provost Laurie Mayberry.

4. Request memo for pipeline grant, from department, with cc of consenting dean:

The memo for campus finalist visitors should be brief (1 page) and supply the following:

- (a) the search field and position description;
- (b) the name of the candidate(s) you wish to bring to campus with assistance;
- (c) diversity aspect in relation to under-representation in the field (e.g., gender, racial-ethnic heritage, international background, or other aspects of diversity);
- (d) CV (short version preferred; no more than 5 pages);
- (e) brief (1-paragraph) narrative of academic accomplishment or promise of candidate;
- (f) total amount of funds requested.

For requests to fund other pipeline development activity, write a customized memo that explains the activity and the time line for a report on results.

5. Request memo for competitive recruitment supplement, from department and dean jointly:

Append to items listed under “4” above a 1-page narrative that summarizes:

- (a) the academic quality of the candidate;
- (b) the likely impact on research, teaching, and service missions;
- (c) the likely contribution to faculty diversity, broadly defined;
- (d) the type of supplement requested (Nellie McKay Fellowship, PA/RA, or flex fund);
- (e) the salary level and the start-up package.

6. Results:

A brief (1-paragraph) report on results of assisted activity (offers made, accepted, rejected; impact on diversity, broadly defined) is due by end of the fiscal year (30 June).