

April x, 2017

Ruth Greenblatt, PhD, Chair  
UCSF Academic Senate  
500 Parnassus Avenue  
San Francisco, CA 94143

RE: Recommendations of the APB Diller Task Force

Dear Chair Greenblatt:

During February and early March 2017, faculty members of the APB Diller Task Force met to discuss possible pathways for disbursement of the recent \$500 Million gift received by University of California, San Francisco from the Helen Diller Foundation. This gift increases the UCSF endowment by nearly eighteen percent. UCSF Chancellor Sam Hawgood has invited faculty guidance on stewardship of this extraordinary gift.

Of the total amount, \$100 million will be used to retain current professors and recruit preeminent faculty to UCSF by funding Helen Diller Distinguished Professorships. An additional \$100 million will provide funds for the Helen Diller Faculty Scholars program to support early- and mid-career scientists.

### **Background**

In December 2016, the Senate's Committee on Committees requested the Chair of Academic Planning and Budget convene a task force to assist the Chancellor with determining disbursement of funds for Distinguished Professorships and Faculty Scholars. The APB Diller Task Force is pleased to forward a set of stewardship principles for review by the Executive Council for final disposition.

Task force composition was as follows:

- Chad Christine, Professor, SOM, Task Force Chair
- Carol Dawson-Rose, Professor, SON
- Bo Huang, Associate Professor, SOP
- Margot Kushel, Professor, SOM
- Lea Grinberg, Associate Professor, SOM
- Sean Mong, Professor, SOD

### **Funds Control Point**

The Chancellor, with guidance from the Academic Senate, has control of Diller Foundation endowment funds. When a recipient of Diller funds separates from the UCSF or becomes ineligible for continued support, those funds return to the Chancellor for stewardship.

### **Available Funds Expectation**

Full funding of the \$500 million Helen Diller Foundation gift will be phased in over several years. When fully funded, it is expected that \$200 million will support faculty in perpetuity. Endowment spending is typically around 4%. At this payout rate, Distinguished Professorships and Faculty Scholars programs will have combined support of about \$8 million annually.

## **Level of Support**

- Distinguished Professorships at approximately \$100,000 annually. At an annual \$4 million budget, this implies a maximum of 40 positions. Level of support can be adjusted to serve the needs of recipients.
- Faculty Scholars should have at least \$90,000 of annual support annually. At an annual \$4 million budget, this implies a maximum of 44 positions. Level of support can be adjusted to serve the needs of recipients, but no single award should exceed \$450,000 for its entire duration.

## **Task Force Discussion**

Recognizing that this endowment equates to funds that UCSF holds in perpetuity, and that payout averages 4.25% per year, UCSF will not be spending the full endowment for faculty at one time. That knowledge guided discussions to create achievable plans that addressed multiple issues.

Known nationally as a preeminent health sciences institution, UCSF nonetheless faces a dearth of funds to retain, attract, and compensate faculty considering the Bay Area's high cost of living. Task Force members recognize the unique gift the Helen Diller Foundation has provided to the University, its students, and its faculty.

This dichotomy framed discussions, in particular around equitable distribution of funds, and a balancing between recruiting new and junior faculty to adequately recognize scientific excellence in ongoing contributions by mid-level, as well as senior faculty still active in the University.

In trying to craft recommendations that would guide Chancellor Hawgood to award faculty the Diller Funds in as fair a manner as is feasible, Task Force members determined knowing the proportion of eligible faculty by School was important. A fixed formulae guiding distribution wouldn't be appropriate as it is likely that over time there would be changes in the number of eligible faculty between Schools.

In order to encourage transparency, Task Force members encourage the Vice Provost of Academic Affairs to provide a list of eligible faculty for each award every three years, and that this be a published list available on the UCSF website for faculty and/or staff. Beyond that, the Task Force developed the below ideas and presents them as recommendations and guiding principles.

## **Task Force Recommendations:**

The Task Force recommends the below eligibility, funds allocation guiding principles, and selection criteria and process be used when determining the final allotment. Broad overarching comments from the Academic Senate's February Question of the Month (QOTM) have also been included:

### **Eligibility**

- Distinguished Professorships
  - Eligibility
    - Minimum 50% appointment or anticipated appointment at UCSF
    - Preference for current Full and Associate Professors or faculty being recruited at the Full or Associate Professor level.
    - All faculty series (Ladder, Clinical X, In Residence, Adjunct, and HS Clinical)
  - Ineligibility

- Concurrent distinguished or endowed chair, or equivalent (Howard Hughes, Cancer Society, Biohub, etc)
  - Emeritus or recalled faculty
- Faculty Scholars
  - Eligibility
    - Minimum 50% appointment or anticipated appointment at UCSF
    - Preference for current Assistant and Associate Professors or faculty being recruited at Associate or Assistant Professor level.
  - Ineligibility
    - Concurrent distinguished or endowed chair, or equivalent (Howard Hughes, Cancer Society, Biohub, etc)
    - Emeritus or recalled faculty

### **Funds Allocation Guiding Principles**

- Endeavor to distribute funds across all four schools in proportion to number of eligible faculty in each school.
- Distinguished Professorships should be time limited. The maximum duration of an award is 5 years, renewable once for no more than another 5 years.
- Faculty Scholars should be supported for 3-5 years duration, with maximum payout of \$450,000. These awards should not be renewable.
- For recruitment, funds must be used to supplement start-up packages, not replace them.
- Funds should not be used to offset minimum salary commitment by a department.
- At least 50% of Distinguished Professorships and Faculty Scholars should be used to support and promote current faculty.
- For faculty currently at UCSF, funds should highlight scientific or clinical excellence.

### **Selection Criteria**

- Distinguished Professorships
  - Inclusive, broad criteria to support faculty who should be recognized for outstanding contributions to UCSF missions
  - Scientific, clinical, and educational innovators
  - Departmental scientific, clinical and educational contributors (e.g. exceptional teachers and mentors to post-docs, fellows, residents and students) whose activities are not adequately sustained by clinical revenue or grant support
  - Campus contributors whose unfunded service to the campus has enhanced the University or improved faculty welfare
  - Underrepresented faculty are encouraged to apply
  - Faculty who contribute to interprofessional education or who mentor/raise careers of diverse trainees
- Faculty Scholars
  - Scientific, clinical, and educational innovators as well as those faculty members whose activities are not adequately sustained by clinical revenue or grant support
  - Faculty Scholars should include both clinician-scientists and full time scientists
  - Underrepresented faculty are encouraged to apply
  - Contributors to interprofessional education are encouraged to apply

### **Selection Process**

- Annual solicitation from the Chancellor
- Nomination Sources
  - Department Chairs
  - Division Chiefs
  - Academic Senate Chair
  - Chancellor
  - Self
- Applicant Review
  - Recommendation letters from Department or Division Chief or Dean's Office
  - Responses to questions that query:
    - How Diller support may enhance the applicant's career.
    - How Diller support of the applicant may benefit the campus and beyond.
- Selection Committee
  - Representatives from all four schools
- Transparency
  - Vice Provost for Academic Affairs shall provide numbers of eligible faculty at each school no less often than every three years to guide fair access to Diller funds by all eligible UCSF faculty.
  - New awardee list and summary of cumulative awardee list referenced to eligible faculty by school should be announced annually.

#### **Summary of Faculty Comments via Senate's February Question of the Month**

- Diverse comments representative of inclusive UCSF culture
- No clear, consistent preferences for Distinguished Professorships or Faculty Scholars
- Range of preferences span from free parking to 5% faculty salary support to hospital-based departments

The Task Force and the Academic Senate is open to discussing these recommendations and concerns with Administration if it is so inclined.

Sincerely,

#### **APB Diller Task Force**

Chad Christine, Professor, SOM, Chair  
 Carol Dawson-Rose, Professor, SON  
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