



UNIVERSITY OF MARYLAND

Main Administration Building, Room 1119
7901 Regents Drive
College Park, Maryland 20742-5031
301.405.5252 TEL 301.405.8195 FAX

OFFICE OF THE SENIOR VICE PRESIDENT AND PROVOST

INTEROFFICE MEMORANDUM

DATE: March 9, 2021
Updated April 7, 2021

TO: Deans, Chairs, and Directors

FROM: Ann G. Wylie, Interim Provost

SUBJECT: **FAMILE:** FACULTY ADVANCEMENT AT MARYLAND FOR INCLUSIVE LEARNING AND EXCELLENCE

In accordance with our core values, mission and desire to create a more diverse, inclusive and equitable environment for all, we are announcing a new faculty hiring program entitled the **FAMILE-FACULTY ADVANCEMENT** at **MARYLAND** for **INCLUSIVE LEARNING AND EXCELLENCE**, a diversity initiative aimed at increasing the number of underrepresented tenured or tenure-track faculty at the university. The total commitment by the University with matching funds from the Deans is estimated at more than \$40M over the next 10 years. The goal is to increase faculty diversity and add over 100 new tenured, or tenure-track faculty in departments and units across campus based on demonstrated diversity objectives. This program has three components that have been informed by discussions with the Deans, and presents a uniform approach to the University's faculty diversity initiatives. These programs include the:

- 1) President's Postdoctoral Fellowship Program (PPFP);
- 2) Assistant Professor Targeted Hire Program; and
- 3) Senior Targeted Hire Program.

A primary focus is the creation of a welcoming and embracing climate in which each recruit is incorporated into a collegial academic community and is exposed to a set of connections that will advance the person's expertise, career, and sense of agency. Thus, each unit/college in its request for funding for the specific programs below will have to submit a Faculty Retention Plan (see Appendix B).

1. Presidential Postdoctoral Fellowship Program

The approach enables, but does not guarantee, conversion to a tenure-track position via the below outlined process.

1. The Dean identifies areas/units in which new tenure-track faculty hiring is anticipated within two years.
2. Those units (or the college, if non-departmentalized) launch a recruitment effort for a Presidential Postdoc Fellow (see Appendix A), with the possibility/intent of converting the Fellow to a tenure-track faculty position.
 - a. Recruitment should identify a suitable primary mentor.
 - b. Broad engagement with faculty in the unit and across campus throughout the Fellowship is also encouraged to ensure support for conversion.
3. The recruitment identifies suitable candidates for the PFP, and invites them to apply to the program using the common app.
 - a. Given the possibility/intent of conversion to a tenure-track faculty position, the identification of candidates by the unit should include interviews/discussions with potential candidates, invited research presentations, or other forms of engagement between the unit faculty and the potential Fellows prior to inviting potential Fellows to apply to the PFP.
4. All applicants will be reviewed by a Campus Review Committee.
5. Up to six Fellows will be selected in each application round.
6. Timing: Applications are due via the common app around November 1. Mentor letters are due by November 15, and unit materials are due by December 1. Unit recruitment and the review process should work backwards from the November 1 date.

Units using this approach would need to develop a rubric and assessment/review process for possible conversion to a tenure-track position and request a search waiver via the University's Search and Selection [procedures](#) (specifically pp. 25-26) should conversion to a tenure-track position be desired.

AGEP PROMISE Fellowship

In Fall 2018, the University received a grant from NSF to enhance its faculty diversification efforts. In conjunction with other University System of Maryland universities, the [AGEP PROMISE Academy Alliance - University System of Maryland](#) seeks to increase the number of historically underrepresented minority tenure-track faculty in the biomedical sciences within the University System of Maryland (USM) campuses. The proposed recruitment effort (see Appendix A) could be modified to specifically target possible candidates for that grant opportunity. If that is the case, language could be added to the recruitment announcements, such as:

We particularly encourage applicants with research interests in the biomedical sciences. Eligible candidates may also be invited to participate in the National Science Foundation's Alliances for Graduate Education and the Professoriate (AGEP) PROMISE Academy Alliance – a program for postdoctoral scholars to get significant professional development and mentorship to assist with a possible transition into tenure-track positions within the University System of Maryland.

Funding Approach

The current approach to funding the PFP Fellows would continue. The Provost would provide 50% of the funding (salary), with a 50% match (salary) commitment from units/colleges hosting a Fellow. The initial salary would increase to \$58,000/year (12 months), although colleges and departments can still elect to offer higher salaries at their discretion and cost. The Provost's commitment would remain 50% of the \$58,000/year salary. The college must also supply at least \$10,000 in start-up funds for each position and cover benefits.

Should the Fellow convert to a tenure-track position, the converted position would be eligible for diversity hire support funds (described further below).

2. Assistant Professor Targeted Hire and Senior Targeted Hire Programs

Based on input and discussion with the Deans, the following approach to the Assistant Professor Targeted Hire and Senior Targeted Hire programs is proposed:

- A fixed non-base funding salary support amount for a period of five years for both the tenure-track Assistant Professor and tenured Senior Targeted Hire programs will be provided on an annual basis:
 - Assistant Professor Diversity Hires: 50% of the annual salary (academic year or 12-month) up to a maximum of **\$60,000**/year for five years.
 - Senior Targeted Diversity Hires: up to 50% of the annual salary (academic year or 12-month) with a maximum of **\$90,000**/year for five years.

Should the faculty member leave before the end of year in which salary support has been provided, the funds would revert back to the Provost. The units are responsible for benefits.

- **There are two windows for targeted/diversity hire proposals: April 15 or November 1.** Units should submit proposals via the Office of Faculty Affairs (OFA) online submission [portal](#) **by April 15 for best consideration**. Proposals will all be reviewed at the same

time per proposal window by the Provost, Office of Faculty Affairs, Finance and Personnel. *Fall funding (November 1) is based on availability of funds after the Spring (April 15) review of funding commitments.*

- Tenure-Track Assistant Professor Diversity Hire proposals must include:
 - The candidate's CV;
 - A letter of support from the unit head;
 - A vote of the unit faculty indicating support for the hire;
 - A letter of support from the dean (for departmentalized colleges), including prioritization when applicable;
 - A ranking of faculty if multiple simultaneous requests are being made; Data regarding demographics of tenure-track faculty of the unit, college, and field/discipline;
 - Data regarding student enrollments and demographics;
 - A retention plan for the hire(s); and
 - At least three reference letters collected as part of the search process.
- Tenured Senior Targeted (Associate and Full Professor) Hire proposals must include:
 - The candidate's CV;
 - A letter of support from the unit head;
 - A vote of the unit faculty indicating support for the hire;
 - A letter of support from the Dean (for departmentalized colleges) including prioritization when applicable;
 - A ranking of faculty if multiple simultaneous requests are being made; Data regarding demographics of tenure-track faculty in the unit, college, and field/discipline;
 - Data regarding student enrollments and demographics;
 - The impact of the scholarship of the candidate; and
 - A description of how the candidate would contribute to building an inclusive department, college, and university culture and environment, including description of past efforts at prior institutions.
 - Note: Fund transfer to units to support senior hires are contingent upon a successful APT review process.
- PFP Fellows who convert to Assistant Professor positions would be eligible for the Assistant Professor Targeted Hire funds.
- Startup would continue to be negotiated through normal processes.

Preparing Units for Faculty Diversity and Inclusive Excellence

To receive diversity/targeted hire funds, host departments would be required to:

1. **Engage in a “readiness” assessment.** Currently the NSF AGEP grant is developing a protocol to facilitate this form of assessment. The intent would be to partner with ADVANCE and ODI (and other campus units as appropriate) to prepare units for the successful onboarding of faculty from diverse backgrounds.
2. **Ensure that search committee members receive implicit bias training.** In addition, search committee members should receive training related to search strategies designed to recruit faculty from diverse backgrounds. Lessons learned from the ADVANCE Inclusive Hiring pilot will be incorporated into these trainings, as well as working with units to better understand the diversity of their fields, recruitment strategies, and data to inform search efforts. Discussions with ADVANCE and ODI are ongoing to develop/scale up these efforts.
3. **Develop and submit a retention plan for recruited faculty** (see Appendix B). Units seeking diversity hire funds must submit a plan that describes how they intend to create a welcoming and embracing climate that ensures that each successful recruit will be incorporated into a collegial academic environment that will enable the individual to advance in their career aspirations.

Also, we are part of the APLU NSF-funded [ASPIRE IChange](#) cohort, which seeks to develop inclusive and diverse STEM faculty across the nation by aligning and reinforcing professional development, hiring, and retention practices of STEM faculty simultaneously at institutional, regional, and national levels. The University recently joined and are part of Cohort 3. Two other Big 10 universities (Ohio, Minnesota) are also part of the cohort, and other Big 10 universities have participated in years past. We hope to form a Big 10 cohort to work together, and anticipate that this project will inform our own campus hiring initiatives.

Appendix A. Sample PFP Recruitment Announcement

The [Unit] at the University of Maryland College Park (UMCP) invites applications for the President's Postdoctoral Fellowship Program (PFP). Candidates with research and teaching interests in the areas of [specify area or areas of focus] will be considered. The purpose of the PFP Program is to support promising scholars who are committed to diversity in academia. We particularly encourage applications from members of groups historically underrepresented in the professoriate. Upon successful completion of the PFP Program and review, the Fellowship may convert to a tenure-track Assistant Professor position.

Founded in 1856, University of Maryland, College Park is the state's flagship institution. Our 1,250-acre College Park campus is just minutes away from Washington, D.C., and the nexus of the nation's legislative, executive, and judicial centers of power. This unique proximity to business and technology leaders, federal departments and agencies, and a myriad of research entities, embassies, think tanks, cultural centers, and non-profit organizations is simply unparalleled. Synergistic opportunities for our faculty and students abound and are virtually limitless in the nation's capital and surrounding areas. The University is committed to attracting and retaining outstanding and diverse faculty and staff that will enhance our stature of preeminence in our three missions of teaching, scholarship, and full engagement in our community, the state of Maryland, and in the world.

[Include specifics about the unit here.]

We seek an active scholar with the potential to conduct cutting-edge research and innovative teaching interests in the area(s) of *[fill in]*, and can include any of the following:

- *[Include specifics of unit needs]*

The successful Fellow will be appointed for a one-year 12-month term beginning July 1, 2022, with the expectation of renewal for a second one-year term contingent on review. The Fellow will receive a starting stipend of \$58,000, health benefits, and \$10,000 for startup. In addition, Fellows will have access to laboratory space if appropriate, office space with computer, library access, and other privileges at the University. *[Units should modify as appropriate.]* During the term of appointment, the Fellow will be expected to focus primarily on research. In addition, the Fellow will teach one course (one semester only) per year. Highly experienced research and teaching mentors will meet with the Fellow regularly to provide guidance on developing a pedagogically sound teaching philosophy and plan, and improving the skills needed to pursue an academic research career, including proposal and manuscript writing, and technical presentation skills. The Fellow will also participate in professional development opportunities developed by the Office of Postdoctoral Affairs and the Office of Faculty Affairs.

Selected candidates will be invited to apply to the University's PFPF program on the basis of scholarly promise and the potential to contribute to the diversity of the UMCP community. Applicants must have completed their doctoral degree when the term of appointment commences (July 1, 2022).

Expressions of interest should be submitted to: *[unit PFPF e-mail]*. In addition, interest candidates should submit the following documents to *[insert e-mail or other instructions]*:

1. Cover Letter
2. Curriculum Vitae
3. Statement of Proposed Research Plan (2-3 pages)
4. Personal Statement that details your demonstrated commitment to diversity efforts and the mission of UMCP, and why you should be selected for this opportunity (1-3 pages)
5. Teaching Statement (1-2 pages)

Appendix B. Faculty Retention Plan

Each unit/college that seeks to participate in any of the three faculty diversity programs of the FAMILIE Initiative must describe how they intend to create a welcoming and embracing climate that ensures that each successful recruit will be incorporated into a collegial academic environment that will enable the individual to advance in their career aspirations and achieve a sense of agency in the unit, college and University.

Elements of a Faculty Retention Plan might include, but not be limited to:

1. Steps that the unit/college will take to enhance the diversity and inclusion climate in the unit.
2. A Faculty Mentoring Plan that focuses on aspects essential for faculty success, such as: plans to provide mentors; lab space and equipment; workload; support for teaching; professional development; and connection to peers and opportunities to connect with colleagues across the University and within the unit.
3. Opportunities for the new faculty member to achieve success in tenure and promotion, and enhanced stature in their field(s). Examples may include invitations to research groups and other subgroups, collaborative grant or scholarship opportunities, and arranging internal and external research presentations.
4. A broad faculty commitment to engage with the faculty member, build relationships, seek to understand their research, and in general foster a collegial and welcoming work environment.
5. Exposure to leadership opportunities within the unit and on campus. There should be some indication that the faculty as a whole has discussed and embraces this approach, and to avail the faculty member of opportunities such as the ADVANCE and Big 10 leadership programs.
6. A statement about the long-range plans to expand the overall number of URM individuals among their faculty and students.