GUIDELINES FOR ENDOWED FACULTY POSITIONS
The Charge from the Provost:

The task force was charged to study, develop and recommend an updated strategic plan on how to fundraise, recruit and award endowed faculty positions at the university. To accomplish this objective, it set out to review best practice, confirm definitions/terminology and recommend options for endowed giving opportunities that are in line with the academic mission/plan. This report brings a series of recommendations to the deans’ working group for consensus. In consultation with the VP of Development and other members of ELT, the final objective will be to update and implement new guidelines and procedures for successful fundraising efforts for endowed faculty positions as part of the campaign.

 Initially Submitted on September 7, 2012
Amended and Adopted on October 1, 2013
Initial Effective Date: October 1, 2014
Updated: July 2016

1. Our Current Inconsistent Practices

A wide variation exists both among and within schools and colleges at the UO regarding endowed faculty positions. Differences concern nomenclature, qualifying amounts for chairs, professorships and fellowships, terms of appointment, support amounts for stipends and research, links to TRP and post-tenure review policies, appointment processes and gift stewardship.

Some of these differences—principally those visible to the external community—present fundraising challenges, and the task force urges that we harmonize our approaches on these matters. Examples of such matters would include creating standard nomenclature across campus, establishing standard gift amounts for particular positions, appointment and renewal protocols and stewardship practices.

Some of the differences on our campus—principally those that are focused internally—are probably helpful in reflecting different units’ priorities, practices, faculty compositions, and missions. The task force, therefore, suggests that the university continue to permit some flexibility in such matters as the terms of appointment and the use of endowed funds.

The task force further recommends that we increase communication among schools and colleges about practices in these areas, so that each school at least knows what others’ practices may be on these questions.
2. Creating Consistent Nomenclature and Definitions

Based on a survey of best practices at other AAU institutions, the taskforce recommends the following nomenclature/definitions:

**Purpose of Endowed Positions**
The purpose of endowed positions (dean, chair, professorship, professor of practice, etc) are to recruit and retain faculty with outstanding scholarly records who will provide scholarship and leadership that enriches their department, their school or college and the university. They are elite faculty positions that represent prestige, leadership and profound responsibility for the holder.

One important purpose of such appointments is to enable the person receiving this honor to make greater contributions to their field and to the educational mission and goals of the university. While donors cannot direct research agendas, another important purpose is to fulfill the expressed intentions of the donor who made the endowed position possible. Thus, faculty who may be selected or recruited for this honor must continue to perform as exemplary academicians, excellent colleagues and persons in whose accomplishments the university and donor can rightfully take pride.

**Categories of Endowed Faculty Support and proposed naming minimums**

**Deanship – $5M**
An endowed deanship is the single most prestigious position in a school or college. The holder of an endowed deanship possesses the stature, experience and vision to position their school or college within the top programs of their kind in the world.

**Chairs**
**Presidential Chair - $3.5M**
A Presidential Chair represents the highest level of recognition within this category. Reflecting its uniqueness, this award level has special gift requirements, appointment protocols and stewardship requirements.

**Chair - $2M**
An endowed chair is one of the highest honors that can be bestowed on a faculty member. The highest level of performance and national and international recognition of that performance are inherent guidelines for appointment of a chair holder. The institutional expectation of unquestionable excellence in at least one of the two professional performance dimensions (research and teaching) must be met in addition to any specific selection criteria associated with a particular endowed position. The appointment to an endowed chair may recognize a current member of the faculty or it may be associated with recruitment of a new faculty member; but, in all appointments, excellence should be evidenced by several years of outstanding performance based on national and international standards. The appointee will typically be a faculty member with the
rank of full professor though, in exceptional cases, the appointee may be a tenured associate professor or professor of practice.

**Professorships**

**Professorship – $1M**

An endowed professorship is a high honor, as well as recognition of consistently outstanding performance and ability. Endowed Professors are faculty who have achieved acclaim for their accomplishments and who are highly likely to continue producing notable achievements. The appointment to an endowed professorship may recognize a current member of the faculty or it may be associated with recruitment of a new faculty member. This designation may be awarded to classifications of faculty positions including Professor, Clinical Professor, Professor of Practice, Librarian, and Research Professor, as defined in University of Oregon Policy 580.020.0005 (3): (a), (b), (c), (f), (i). Professorships for tenure-track faculty may only be given to faculty at the associate or full professor rank.

**Visiting Professorship – $500K**

A visiting professorship supports the most accomplished senior scholars, distinguished artists or professionals who might be visiting the university for a specific period of time. The chief purpose of this type of endowment is to bring a continuing stream of exceptional scholars, practitioners, and artists of significant stature and accomplishment to the university to enrich our programs and our academic community. Donors may not specify the recipients of a visiting professorship as a condition of their gift.

**Faculty Fellowship – $250K**

Endowed faculty fellowships will be used to provide temporary support for faculty development in teaching or research from faculty. They may also be used to acknowledge and support distinguished service or teaching. Awarded for a term of one or more years, not to exceed three consecutive years.

**Postdoctoral Scholar – $250K**

An endowed postdoctoral scholar position will be used to provide temporary support for development in teaching or research. Awarded for a term of one or more years, not to exceed three consecutive years.

**3. Creating Consistent Endowed Gift Requirements and Naming Levels**

The task force recommends the following standard minimum requirements for endowed position funds held within the University of Oregon Foundation. The minimum requirements are being proposed to elevate the prestige of giving and to provide sufficient annual support from the endowment (to follow UOF policy on endowment income distribution) in a consistent manner.
Depending upon the purpose(s) agreed to by the donor(s) and University administrators, the actual amount required for a named endowment may be greater than the amount listed below, effective July 15, 2016.

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<tr>
<th>Classification</th>
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<tr>
<td>Deanship</td>
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<tr>
<td>Presidential Chair</td>
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<td>Faculty Fellowship</td>
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<td>Postdoctoral Scholar</td>
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4. Appointment and Renewal Protocols

Appointment and Renewal Protocols

1. Depending on the terms, an endowed position may be filled by appointing an outstanding member of the existing faculty, or may be used to recruit an outstanding scholar or professional from outside the university. Appointment to an endowed position does not confer reduction in teaching load. Appointment and reappointment to the position as well as payout from the position are reserved for active, non-retired faculty.

2. In general, appointment of faculty as endowed position holders will be subject to review by an appropriate committee, which will provide input and make recommendations to the relevant Dean or Vice President, or, in some circumstances, the President. New and renewed appointments will be issued by the Provost following the completion of the selection process. As discussed in more detail below, schools and colleges should establish additional procedures specific to appointments within their respective disciplines, as appropriate.

3. An endowed position will generally be filled by one individual for an initial five-year period, unless a shorter or longer term or non-renewability is otherwise specified (for example, in the position description or the terms of the gift). Faculty may resign from their appointment at any time without prejudice or may decline to petition for renewal of that appointment at the completion of a term.

4. Prior to the end of the five-year term, the Dean or appropriate Vice President shall conduct a summative evaluation of the person's accumulated contributions and achievements. It should not be assumed that a faculty member's association with the endowed position will be renewed. A faculty member who has excelled in all the expectations related to the appointment (for example, those articulated in the unit's post-tenure review process) may
be reappointed to hold the position for another five-year term. If, however, the Dean or appropriate Vice President or the President decides that the faculty member has not met expectations at a sufficiently high level, or that a change in the holder of the position would be in the best interests of the university, a new appointment to the position will be made. If a faculty member’s post-tenure review is within one year of this review, their post-tenure review may serve as this review.

5. If a faculty member is found to have committed misconduct, that faculty member may be relieved of their endowed position as a result of disciplinary action outside the regularly scheduled review process.

6. On relinquishment of the title, a holder would be entitled to refer to themself by the Endowed Position name, appending dates of incumbency, subject to terms of any disciplinary sanction administered against the holder. Upon retirement, the position is automatically relinquished. The designation “Emeritus” shall be added to the appointee’s title upon retirement from tenured status provided university guidelines for emeritus status have been met.

7. The school or college shall verify minimum funding and available payout prior to appointment. Appointment of a faculty member to an endowed position will not be approved until there is confirmation that the position has been formally established. New and renewed appointments will be approved by the Provost.

8. An appointment to a Visiting position is non-renewable.

9. Fellowship and postdoctoral scholar appointments are normally made for a term of one or more years, not to exceed three years.

Expectations for Endowed Position Holders

1. The endowed position holder is expected to continue outstanding scholarly activity. This may include scholarship in discovery, integration, application or teaching. Measurement is based on impact and contribution to the profession and to the holder’s department, college, or school.

2. The endowed position holder is expected to provide leadership, on an ongoing basis and in the broadest sense possible, throughout their term as an endowed position holder. Examples of this leadership include the development of multi-investigator programs and multi-disciplinary laboratories, the development of innovative education programs and curricula, the encouragement of interactions between faculty members in teaching and research, the recruiting and supervision of high-quality graduate and undergraduate students and the recruiting and mentoring of new faculty members.
3. Integral to the position are fostering and maintaining extra-departmental collaborations with their school or college as a whole, the university at large and external partners. Through these tasks, the holder will build and/or enhance the reputation of the department, school or college and the university.

4. The endowed position holder is expected to operate within their department(s) as a regular faculty member. This involves full interaction with other faculty members, a teaching load involving both undergraduate and graduate courses and responsibilities for student supervision and committee assignments. The endowed position holder’s activities, teaching load, other assignments and any modifications in compensation arrangements will be reviewed annually with the Dean or relevant Vice President and/or relevant department chair(s), subject to departmental and university policy and existing agreements.

5. Finally, the endowed position holder must engage in regular communication with and stewardship of the donor who endowed their position as outlined in the Donor Stewardship section of this document.

5. **Payout**

**Use of Payout**

1. Endowment “payout” is defined primarily as the spendable portion of the total return of the endowment investment in the general endowment pool, less any applicable administrative fees.

2. All university regulations and procedures governing personnel, purchasing and accounting shall be observed. Allowable uses of payout include but are not limited to the following:
   - Salary supplement
   - Graduate student research assistantships
   - Administrative salaries and/or expenses
   - Travel expense
   - Research equipment and expense of professional materials (items purchased with endowment funds are property of the university)
   - Financial aid for graduate students or visiting scholars working with the endowed faculty position holder or, with the consent of the position holder, in the area of the chair.
   - Expenses of special seminars and conferences
   - Additional summer compensation
   - Salary support while on approved leave, including sabbatical supplements
   - Research proposals involving release from teaching during the regular academic term require appropriate review and approval
3. In general, no more than 50% of the annual payout will be used to support faculty compensation (salary and OPE) for Deanships, Chairs and Professorships. There is no cap on the amount of payout that can be used for faculty compensation for endowed faculty fellow positions.

4. Non-salary payout from an endowed faculty position is to be made available to a faculty member appointed to the endowed faculty position for use at their discretion in consultation with the Dean and department head or appropriate Vice President from the menu of allowable uses (see #2 above). Each year the holder of an endowed faculty position will be informed by the department head or Dean or appropriate Vice President of the amount available from the endowment for the following year. The endowed faculty position holder will recommend a budget for review and approval by the department head or Dean or appropriate Vice President.

5. Endowed faculty position holders are encouraged to consider ways in which their expenditures of position payout for their teaching and research activities will also provide institutional benefit to their departments, such as graduate student research and support in the area of the position holder.

6. Payout, budgeted by an incumbent endowed faculty position holder during their appointment as position holder for projects that extend beyond their term of appointment, shall be reserved for that faculty member for those projects, separate from payout allocated to a subsequent position appointee.

7. Payout for endowed faculty positions shared jointly with other schools, colleges, or departments will be administered by the school, college, or department in which the endowed faculty position holder resides.

8. Endowed faculty position appointments made to conditionally established positions pending fulfillment of a pledge or irrevocable deferred gift, or completion of a campaign to fund the position, should specify which of the following income arrangements will apply:
   A. No income (i.e., honorary appointment);
   B. Reduced income based on payout from partially funded endowment, until endowment is fully funded; or
   C. Full or reduced payout through supplement to available payout or provision for full or partial funding by another allowable source (e.g., dean's discretionary funds), until endowment is fully funded.

9. The expenditure of payout from endowed faculty position endowments for the purposes specified by the donor is required by law. More than five years of payout should not accumulate. University Development will annually review endowment-related current funds with excess accumulations. University Development will notify the unit responsible
for the expenditure of the university’s fiduciary obligation to use the chair payouts fully in a manner consistent with the gift instrument.

10. During any period in which an endowed faculty position has remained vacant for three years or in the event that the endowed faculty position’s accumulated income exceeds five years of payout, Dean or appropriate Vice President may request to take one of the following actions, so long as it is consistent with the terms of the endowed faculty position:
   A. To implement, after consultation with the relevant department(s), a new expenditure plan designed to fill the endowed faculty position and/or to utilize the payout.
   B. Request the reinvestment of payout to principal through a proposal that outlines the reasons for the accumulation, as well as the steps that will be taken to ensure future timely expenditure; a department must make specific request to reinvest payout to principal unless the donor has provided for such reinvestment at the time the gift is made.
   C. Reallocate, or request the reallocation of, the fund to provide for an alternative purpose specified in the terms of the fund.

11. Allocation or reinvestment of payout to principal may be requested as outlined above or under other circumstances that are sufficiently compelling to warrant such a recommendation, including the failure for unforeseen reasons of the principal to meet the chair endowment minimum. In such cases the unit head must make a specific request for reallocation or to reinvest payout to principal, unless the donor has provided such reinvestment at the time the gift is made. Reinvestment of payout to principal generally should not be considered in order to increase the principal to meet the endowed faculty position endowment minimum. The request shall be made by the appropriate Dean(s) or Vice President through appropriate channels to the UO Foundation in coordination with the Office of the Vice President-University Development, which will assist with the approval process.

6. Donor Stewardship for Endowed Position Holders

**Donor Stewardship for Endowed Faculty**

Communication with and stewardship of donors is an important responsibility of endowed faculty members. Meaningful stewardship requires a special partnership with development staff.

Endowed Faculty will be asked to do the following:

1. Provide copies of any correspondence with donors to the appropriate development staff to ensure a good record of communication and to avoid duplication.

2. Use endowment title consistently (in letterhead, business cards, publications and directories), including the proper endowment name with faculty title.
3. Keep development staff posted on news and recognition (significant awards, large grants, media mentions, etc...).

4. Notify development staff of any opportunities for major donors to visit lab, clinic or teaching facility.

5. Adhere to Office of Stewardship’s campus-wide best practice recommendations for endowed faculty, which include, at the minimum, annual written reports that keep donors abreast of activities and accomplishments.

7. Unit Responsibilities

1. Colleges, Schools, Departments and Programs shall establish written procedures for selection and review of individuals for endowed positions subject to their review and are encouraged to consider candidates’ contribution to equity and inclusive excellence in their reviews. The procedures must include the following general criteria:
   a. An outstanding record of productive research, publication, creative activity, and scholarly achievement appropriate to the discipline and areas of specialization and sufficiently consistent in quantity and quality to support a reasonable expectation of continued outstanding performance and contribution;
   b. Evidence of a continuing record of exemplary academic and professional accomplishment;
   c. Evidence of achievement of a professional status at the national or international level which will enhance the prominence of the University.

2. Units are responsible for ensuring receipt and approval of the budget and for the appropriate expenditure of funds.

3. Individual units may set higher minima than campus requirements for chair endowments. Units may set minimum funding levels for appointments to conditionally established chairs.

4. In no case may unit guidelines or procedures be deemed to void or liberalize the provisions of university policy or these guidelines.

8. Review of these Guidelines

These guidelines may be reviewed and amended periodically as necessary to comply with university policy or to incorporate campus changes allowable under university policy.