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## DEANS AND DEPARTMENT CHAIRS

Dear Deans and Department Chairs:

I want to formally invite you to attend “Fostering Inclusive Excellence: Strategies and Tools for Department Chairs and Deans,” a seminar developed specifically for UC Department Chairs and Deans, to foster informed conversation about the best way to build and nurture a productive academic climate. The innovative approach of the seminar combines research and data with a theatre scenario on the merit review process. Information on the time and date of the seminar on your campus is attached.

The seminar you will be attending is a part of my Presidential Initiative in support of the President’s Postdoctoral Fellowship Program (PPFP). PPFP enhances UC’s efforts to serve a diverse state and nation by building diverse post-doc and faculty communities. Department Chairs and Deans play a critical leadership role in creating academic climates that enable all faculty to do their best work, and the goal of this seminar is to help you meet that responsibility. The half-day seminar will be led by researchers and facilitators who will offer an innovative approach to campus climate issues and their impact on faculty recruitment, advancement, and retention.

I understand your time is precious, but I am asking you to devote four hours to working with your campus peers on issues at the core of our excellence. I have asked to be briefed on the seminars as they occur on each of the ten campuses--the tenor of the conversations, the evaluations of the day, and the attendance. Thank you for joining me in recognition of UC values and of our leadership role in creating productive academic departments and schools.

Very truly yours,



Janet Napolitano  
President

Enclosure

cc: Chancellors  
Provost Dorr  
Academic Council Chair Gilly  
Executive Vice Chancellors/Provosts  
Vice Provost Carlson  
Vice Provosts and Vice Chancellors for Academic Personnel  
Executive Director Tanaka  
Interim Director Kane  
Director Lee