SCHOOL, COLLEGES, AND DIVISION DEANS

RE: Faculty Hiring Vision and Multi-Year Recruitment Plan

Over the next five years, we have a unique opportunity to shape the future of UC Davis by recruiting a large number of new faculty colleagues. These faculty members will help us drive the creation of new knowledge in California and globally for much of the twenty-first century, inspire generations of students, train future academics and leaders, and continue to increase the reputation and excellence of UC Davis. Undoubtedly, like California today, this new cohort of faculty will be more diverse and bring a wide range of perspectives and experience to our campus.

In preparation, I am asking each school, college, and division to articulate a vision of the future state of your faculty to inform a five-year plan for faculty recruitment. It is my hope that this process will help us align our thinking about faculty recruitment with other efforts underway, including enrollment growth planning, strategic and academic plans, facilities planning, and planning for financial sustainability. I also expect that multi-year faculty hiring plans will provide us with greater flexibility to take advantage of opportunities to hire excellent and diverse faculty during the recruitment process in any given year.

In coordination with your departments, faculty, appropriate senate representatives, and other partners you may identify, I ask each dean to engage in a two-phase process, described below, to formulate a multi-year faculty hiring plan that will advance the campus.

Phase 1: Articulate the Vision

Between now and February 15th, I ask that you engage in a process – or, if you are already engaged in such a process to conclude it – by which your school, college, or division will answer the following question: In five to ten years, what will our [school, college, division] “look” like? Or, in other words, “Who will we be as a faculty and [school, college, division] in five to ten years?” The process should culminate in a 2-3-page document that addresses, at a minimum, the following questions:

- How will your recruitment strategies and priorities help UC Davis build a more diverse faculty? What advances in diversity appear to be achievable within 5-10 years?
- What is the appropriate balance of faculty types (Senate/non-Senate; of the latter, ladder faculty/LSOE; level) needed to meet research goals and to deliver cutting-edge curriculum to both undergraduate and graduate students?
- How will you support instruction of the greater numbers of both undergraduate and graduate students your plans foresee?
- How will you improve or support excellence in scholarship and research?
- How will your recruitments support the needs of graduate groups, including those that draw from across multiple academic units?
• How will your recruitments support undergraduate student success by achieving goals such as improving time to degree, retention, and student progress?
• What emerging fields or opportunities could your unit be positioned to take advantage of through targeted faculty recruitments?

To assist in your discussions, during the month of December, Budget and Institutional Analysis (BIA) will provide updated metrics on various faculty demographics as well as updated modeling of likely retirement trends and faculty growth based on the potential instructional needs for the 2020 initiative.

**Phase 2: Develop a 5-year Recruitment Plan**

By April 1st, each unit should submit, in lieu of a request for faculty recruitment authorizations for one year, a proposal for five years’ of faculty recruitments in support of the vision articulated in phase 1. This plan is expected to be more operational and specific than the vision, taking into account and addressing (or at least referencing) the very real constraints and challenges we face in funding, space, and staff support. This plan will enable me to authorize recruitments for the 2015-16 recruitment cycle (at a minimum) even as it will serve as a guide for future recruitment authorizations.

BIA will provide detailed instructions and a format for this submission. However, to assist in your initial thinking, I offer the following general parameters:

• I do not expect each year of the plan to have the same level of information on specific recruitments. The first two years of the plan will need to be fairly specific in number and type of recruitment; however, the final three years of the plan may be less so.
• As a corollary, while the plan will reference recruitments from 2015-16 through 2019-20, we will develop a pattern of interim reporting (annual or biannual) and updating such that adjustments to this plan can be made.
• Going forward, planned recruitments in a given year will be assessed in the context of the plan, subsequent reports on recruitment outcomes (including the status of in-process searches), and agreed-upon revisions to the plans. We will look for ways to keep this process as simple as possible as well ways to simplify the accounting of authorizations and positions. In particular, we will look at the possibility of ending the practice of automatically carrying forward “continuing” recruitments.
• It will not be necessary to indicate a specific department or discipline for each recruitment. Instead, within the parameters of the vision, I will expect you to determine the level of specificity that is necessary, while maintaining sufficient flexibility for opportunities, such as partner opportunity program hires, multiple offers out of a pool, or a change in emphasis or need.
• I will request information on the long-term financial feasibility of planned recruitments as well as specific barriers (such as lack of space, start-up funds, robust applicant pools) to the proposed recruitments. I will appreciate your best projections as to how you will or might address or mitigate these issues, including partnering between departments, colleges/schools/divisions, and across campus.

Please note that I anticipate that during this time period we will continue the Hiring Incentive Program (HIP) and allocate resources for roughly 20 additional faculty positions for
searches in 2016-18 and another 20 for 2018-20. HIP positions already authorized for which recruitments are expected during the term of this plan should be included.

As this process proceeds we will consider the best way to review the draft plans and iterate feedback from central campus leadership and the Senate. The timing is such that we will need to make decisions about recruitments that will occur in 2015-16, but I am confident that we can balance the need to continue near-term progress even as we add a longer planning horizon to the process.

Thank you for the leadership you are providing for this important process.

Sincerely,

Ralph J. Hexter
Provost and Executive Vice Chancellor

/dk

c: Chancellor Katehi
   Vice Provosts
   Faculty Advisor Burtis
   Senior Associate Vice Chancellor Ratliff
   Senior Associate Vice Chancellor Mohr
   Academic Senate Chair Knoesen
   CPB Chair Neimeier
   Assistant Deans