April 12, 2016

DEANS

Re: 2016-17 Faculty Recruitment Authorization

I am writing to finalize faculty recruitment authorizations for 2016-17, and in some cases additional years. I would like to thank you for updating your multi-year plans for faculty hiring based on the outcomes or anticipated outcomes of the 2014-15 and 2015-16 recruitments and any significant changes in the strategic vision of your school or college. Based on the recruitment activities and outcomes for 2015-16, thus far, it is clear that the multi-year planning framework has allowed many of you to think creatively about how to leverage current recruitment efforts to achieve long-term hiring goals. We must continue to aggressively hire faculty so that our total faculty numbers grow to support both our increasing student enrollment and excellence in research and service. In addition, I am relying on you to consider a broader range of ongoing fund sources that can be leveraged to support faculty hiring when possible.

Faculty Hiring Environment

Although not yet complete, our experience during the 2015-16 recruitment cycle indicates that UC Davis continues to be highly competitive and full of opportunity to attract exceptional candidates. In many areas, I provided additional flexibility for deans to take advantage of strong applicant pools and hire beyond the initial levels approved. This flexibility proved beneficial. We also found that there was a significant increase in the use of the Partner Opportunity Program (POP) and I commend you and your colleagues for working together to support and accommodate these requests when possible. The POP program continues to yield excellent results.

In order to achieve the level of faculty needed to support the growing enrollment, we need to hire at least 25 more faculty each year than the number who separate from the university. We exceeded this goal in 2014-15, and based on initial results, it appears that we will again meet or exceed this goal in 2015-16.

Finally, the 2015-16 recruitment cycle included 7 searches for the first cohort of the Hiring Investment Program (HIP), adding to the 18 who were recruited in 2014-15. We look forward to welcoming these colleagues over the coming years and to the ways they will help us transform, expand, and transcend our traditional academic disciplines. Proposals for the second cohort of HIP hires are currently under review, with the outcome to be announced in late May.
Faculty Start-up Considerations

Faculty start-up costs, including the provision of space, will continue to be a challenge for many units. My decisions about start-up cost allocations for 2016-17 recruitments consider these constraints. In recent years, even as faculty hiring has increased, the level of campus start-up funds available has remained the same, at about $10 million annually. However, given our growth in hiring, this level of funding is no longer sufficient. We will therefore commit an additional $2.5 million in one-time funds to increase the start-up block grants to approximately $12.5 million in 2016-17.

With the implementation of the incentive-based budget model, partnerships between deans and departments play a more prominent part in funding start-ups. I appreciate the approach that many of you are taking to address this challenge, including: generating and leveraging external resources in start-ups; thinking creatively about your core research facilities and equipment and how to provide incoming faculty with assurances about access to these existing resources without their duplication; reconfiguring and reimagining the use of existing space; and strategically investing one-time resources. These efforts no doubt entail difficult trade-offs, some risk-taking, and even culture change, but represent an important opportunity for the campus to succeed with hiring a large number of excellent faculty.

We recognize that successful faculty hiring depends critically on providing appropriate space. The multi-year hiring plans and the input from you to prioritize the Capital Investment Master Plan (CIMP) are mutually informative in developing the overall capital plan to address the space needs. The results of the CIMP planning process, in particular, will provide a path for prioritization and investment. I strongly encourage you to continue to work closely with Capital and Space Planning on critical space needs related to faculty hiring and fully engage in this discussion as early as possible in the hiring process. In support of this effort, Budget and Institutional Analysis and Capital and Space Planning are collaborating to share up-to-date information on faculty hiring status and future hiring plans to inform advance planning and regular updates on capital projects that are critical to faculty.

Commitment to Diversity and Excellence

I intend that investment of our campus resources for faculty hiring will serve as a catalyst for transformative change. Therefore, I ask that you give distinct attention to your faculty’s diversity throughout the process, i.e. when preparing your search plans, writing the position descriptions, selecting recruitment committee members, considering a mandated use of diversity statements (as some of you are already doing), reviewing applicant pools and short-lists, and crafting tentative offers. With each hire you are re-creating the face of your department and school, college, or division—one that is decidedly visible to prospective students and faculty applicants, as well as to our global community. Having a world-class faculty means recruiting the best faculty, and our searches accordingly should have unlimited geographic reach.

To help you accomplish our imperative for campus excellence and further our national and international prominence, we have opportunities to accelerate some campus hires as part of
the ADVANCE/CAMPOS initiative. (Please visit the UC Davis ADVANCE site for more information on best recruitment practices and the CAMPOS Initiative site for specific information on nominating a specific candidate as a CAMPOS Scholar.) Vice Provost Stanton’s office provides tools for you to determine your most current diversity goals for your units at: http://academicaffairs.ucdavis.edu/tools/hiring-goals/index.html. She and I share an unwavering commitment to diversity and will be reviewing your practices to ensure that you give sufficient attention to meeting these goals throughout the recruitment process. You will find helpful resources for increasing diversity on the Academic Affairs website, including the use of diversity statements, and updated information on recruitment process guidelines.

Hiring opportunities related to the President’s/Chancellor’s Postdoctoral Fellowship Program should also be considered. We strongly encourage you to consider current and former Fellows for your future positions, and we welcome search waiver requests for these positions. UC Office of the President provides five years of salary support for a limited number of these positions systemwide (amount varies each year but is approximately $85,000 per position annually). Read more about this program at the UCOP site.

Some of you have taken advantage of the Target of Excellence (TOE) Program to bring to campus prominent scholars of the highest distinction. Additionally, we often have been able to hire excellent faculty as POP candidates outside of the regular faculty recruitment process. It is my expectation that Vice Provost Stanton and I will continue to be highly involved in any potential TOE recruitments early in the process and will work with you on any POP candidate opportunities that arise during the course of other faculty recruitments. Campus support for these positions will be negotiated on a case-by-case basis and there will be an expectation that deans share the cost of these positions, including compensation and start-up funding.

Our campus has many tools at its disposal to help us attract and support new faculty members and their families. Ladder-rank faculty, L/P/SOE faculty are all eligible for the Mortgage Opportunity Program (MOP), POP services, allowable removal expenses and a recruitment allowance. Moreover, UC Davis offers exceptional opportunities and programs for work life integration and additional dual-career/family services (through the Capital Resource Network). Please encourage your department chairs to become fully informed on these programs, which can give our campus a competitive edge in competing for top academic talent.

All recruitment activity is to be conducted in accordance with academic personnel policies and procedures as overseen by the Vice Provost of Academic Affairs. My recruitment decisions, provided in the attachment, balance the overall context described above and the specific needs of your college, division or school.

Recruitment Authorization

The specific faculty recruitment authorization for your school, college, or division is provided in the attachment.
I appreciate your thoughtful leadership during this time of change and opportunity and look forward to continuing conversations about the future of the campus.

Sincerely,

Ralph J. Hexter
Provost and Executive Vice Chancellor

Attachment

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c:  Vice Provost Stanton
    Vice Chancellor and Chief Financial Officer Lawlor
    Faculty Advisor to the Chancellor and Provost Burtis
    Senior Associate Vice Chancellor Ratliff
    Assistant Vice Provost Singh
    Director Mangum
    Director McUmber
    Principal Budget Analyst Shum
    Principal Budget Analyst Willoughby
    Budget Analyst Udahl
    Assistant Deans