SCHOOL, COLLEGE, AND DIVISION DEANS

Re: Faculty Recruitment Authorizations and Update of Multi-Year Recruitment Plan

Over the past year, your efforts in faculty recruitment brought 104 excellent and diverse new ladder faculty colleagues to UC Davis beginning in the 2015-16 academic year. We added over 40 new hires above retirements and other separations. This increase is critical for moving us toward our goal of significantly increasing our faculty over the next several years to address enrollment growth and other critical priorities. One of those critical priorities should be to ensure that we are recruiting faculty members from the broadest and most diverse applicant pools possible, and that commitment to diversifying the academy is advertised and weighed as an integral component of faculty excellence. You and your faculty are to be congratulated for progress in this area, but we have to redouble our efforts in this arena over the coming years.

Last year, each school, college, and division prepared a vision for the future state of your faculty and a complementary five-year plan for faculty recruitment in the context of enrollment growth planning, strategic and academic plans, facilities, and financial sustainability. This process laid the groundwork for me to provide greater flexibility in annual recruitment activities with the confidence that additional excellent hires made now are part of a long-term plan. The multi-year plan also allowed for streamlining of the annual faculty recruitment process. It is my intent to provide much earlier recruitment authorizations for 2016-17 so that faculty committees can begin planning and recruiting prior to the summer break.

As such, I am requesting that each dean submit an updated five-year plan for the years 2015-16 through 2019-20 that will be the basis for my faculty recruitment authorizations and faculty start-up block grant allocations for 2016-17. The following are general parameters for this update:

- The 2015-16 information should be updated based on the outcomes of your 2014-15 recruitments and the recruitments underway.
- We will assume that, unless you indicate otherwise, recruitments that did not complete in 2014-15 are continuing in 2015-16.
- If you made multiple hires for a single search in 2014-15, we will expect to see adjustments in your out-year plans to accommodate these hires within the multi-year framework. In essence these might be considered “pre-hiring” of future planned positions, which will then result in a reduction of some future hiring.
- I do not expect each year of the plan to have the same level of information on specific recruitments. For this iteration, years 2015-18 should be fairly specific in number and type of recruitment; however, the final two years of the plan may be less so.
- 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.

- Space is an ongoing challenge. VC-CFO Lawlor is developing a multi-year Capital Improvement Master Plan that we will complete in the next few months. Even as this process proceeds, there are many needs that you must address in the interim with existing resources. Please consider the space implications for your hiring plans so that our teams can deliver ever better mechanisms for timely and cost-effective renovations. This is an area in which we must develop protocols to ensure robust communications between your unit and facilities.

- If you received approval to recruit a new faculty position through the 2014 Faculty Hiring Investment Program (HIP) competition, these positions should be added to your plan so that I can assess the totality of hiring. The intent is for these recruitments to be above and beyond those in your regular hiring plan. Further justification for the recruitments are not needed.

- Positions associated with the 2016 HIP competition (Round 2) should not be included in the revised plan. My intent is to approve the multi-year plan prior to the final determination of 2016 HIP position awards.

- The updated plan may propose an increase or decrease in total planned recruitments over the five year period. If the revised plan indicates a net change (exclusive of approved 2014 HIP positions), please provide information on the reason for this change and what effect it has on your ability to meet the vision of your unit, provide instruction to both graduate and undergraduate students, and meet other research or scholarly goals. If the change is an increase, you should indicate how the unit will support the financial commitment of increased hiring.

Similar to last year, I may provide approval for the 2016-17 recruitment process only, or for multiple years within the multi-year framework. If you previously received a multi-year approval, that approval stands and you should be moving forward to recruit posthaste. In these instances the updated plan will serve as an opportunity for you to notify me of any anticipated changes in the out years and provide me with an opportunity to extend the number of years approved.

Finally, I request that each Dean submit a very brief update on the status of the vision for the future state of your faculty developed last year. Please focus this update on your progress and any significant changes to the vision that have occurred or are contemplated.

Budget and Institutional Analysis (BIA) will provide you with the format and detailed instructions for this update, utilizing the current plan as the starting point. Please submit these updates to me, with a copy to your BIA analyst, by no later than February 29, 2016.

Sincerely,

Ralph J. Hexter
Provost and Executive Vice Chancellor

c: Assistant Deans
Vice Chancellor and Chief Financial Officer Lawlor
Senior Associate Vice Chancellor Ratliff
Director Loessberg-Zahl
Director Mangum
Director Nachman