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March 8, 2019

DEANS

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

Since 2012, our undergraduate enrollment has grown by over 5,600 undergraduates and we have hired over 555 new ladder faculty colleagues to UC Davis, adding excellence and diversity. Of these new colleagues, almost 130 represent net new hires above retirements and other separations campuswide; over 123 of these were in the colleges.

In the past academic year, your efforts in faculty recruitment resulted in the hiring of over 60 new ladder faculty colleagues, including 3 net new hires in the colleges. Currently, at least 80 additional ladder faculty recruitments are underway, including 8 supported by the UC Davis Advancing Faculty Diversity Grant.

Since 2012, faculty hiring has included 46 Lecturers with Security of Employment, an increase of 37 percent, hired to support curricular development and delivery. These positions now make up 3 percent of the faculty with either tenure or security of employment. The appointment of Unit 18 Lecturers has also increased, particularly in disciplines that have historically used lecturers to support instruction. These significant faculty hiring efforts were critical to addressing recent enrollment growth and other priorities.

As we look toward 2019-20 and future years, we are facing a new normal where there will be considerably slower growth in both enrollment and revenue. In this context, we must recalibrate our hiring expectations to sustain the gains in faculty positions achieved over the past six years while continuing to advance our scholarship and meet the instructional needs of our students, both undergraduate and graduate students. Inevitably, this means that the net growth in faculty positions will slow significantly for the foreseeable future. For all that, recruitments will continue, for the demographics of our faculty indicate that retirements will occur, in some areas with rapidity, potentially putting at risk the standing and even viability of some of our programs.

Managing faculty lines in a period of very slow growth has its own challenges. In some cases, for example, to ensure continuity, deans may have to hire in advance of actual retirements, mortgaging new positions against future retirements. However, whatever the timing of the new hires, it is more important than ever that we hire faculty strategically to support our mission. I look to you to ensure that as faculty retire or near retirement, you critically evaluate how positions are redeployed to ensure that any necessary rebalancing across disciplines occurs and that we are taking the opportunity to reinvigorate our academy by

investing in hires that maintain our excellence in teaching (at all levels) while extending the range of our research into critical and emerging areas.

In addition, we must continue 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. In support of this effort, Academic Affairs recently received the [Advancing Faculty Diversity Grant](#) from the UC Office of the President to support a pilot project using open rank and/or discipline searches and Statements of Contributions to Diversity. They are currently in the process of conducting eight open searches, in coordination with the schools and colleges, for candidates in a number of fields. We look forward to the results of this effort and what new practices we can learn from this pilot that can be implemented in future searches to increase our diversity results in hiring.

For additional guidance on this faculty hiring and how to promote diversity in this process, please visit the Academic Affairs [website](#). In support of this effort, the campus continues to invest in the CAMPOS and IRI Faculty Scholars programs. Information on these programs is available from Academic Affairs. As you saw from Vice Provost Kass' e-mail of January 4, 2019, Academic Affairs implemented a pilot funding model for Partner Opportunities Program (POP) hires in the non-Senate and staff placements, reducing the years of funding from two to one, and adding a mandated Capital Resource Network (CRN) consultation for any of those categories of requests that are funded. For ladder-rank POP placements, while the funding model remains at three years of supported shared funding, these do still require a dean to commit a position at 100% following the end of the POP shared funding.

Multi-Year Planning Process

In 2015-16, 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 and the ability to provide earlier recruitment authorizations so that faculty committees can begin planning and recruiting prior to the summer break.

Clearly, the campus has undergone a number of significant changes since these initial plans were developed. We now have a campus strategic plan developed under the leadership of Chancellor May and a number of schools and colleges have experienced leadership changes and are in various stages of strategic planning efforts. I expect that these planning processes will be sufficiently mature to support a new comprehensive multi-year faculty hiring effort beginning in Fall 2019, with initial implementation during the 2020-21 hiring cycle. We will continue to pause on issuing a call for a new faculty Hiring Investment Program until at least next year.

For the coming year, then, I will ask you to update the final year of your current plans, taking into account known or critical changes and constraints within your school or college, as well

as the overall constraints for the campus outlined above. I also understand that, in this final year of the plan, each of your schools and colleges may be in different places as it relates to your total plan. Some of you still have some net hiring needed to address the growth that has occurred, some have achieved the growth needed and will focus primarily on maintaining faculty levels, and others may have done some pre-hiring in anticipation of future retirements and will not have many recruitments in the coming year. The overall hiring status of your unit should be reflected in the plans you submit.

Challenges and Opportunities

Sufficient start-up funding continues to be a challenge in many disciplines. Start-up funding is a partnership between deans, departments, centers (when relevant), and the campus. Your hiring plans will inform the allocation of up to \$5 million in campus start-up block grant funds for allocation in 2019-20; this is in addition to previous multi-year commitments. Clearly, it is critical that you continue to look for creative opportunities to partner and leverage existing space, equipment, core facilities, recent investments, external partnerships, endowments, and philanthropy, to meet start-up needs.

I encourage you to consider opportunities to include Lecturers with Potential for Security of Employment (L-PSOEs) in your hiring plans where they may provide workload support for quality teaching and curricular development and innovation.

Space, a critical component of a successful recruitment, remains an ongoing challenge in most areas of the campus. It is essential that you identify the space implications and potential need for capital improvements associated with your hiring plans. These needs must be communicated as early as possible in the process to ensure that identified space is appropriate and can accommodate timely and cost-effective renovations where necessary. Robust and early communication between your office and Capital and Space Planning will ensure that new hires can be accommodated and that projects are considered in the context of other capital projects and the deferred maintenance program. The potential cost of any capital improvements needed to accommodate proposed faculty hiring must be addressed in the context of your budget.

Please continue to indicate which future hires may be affiliated with a major center or organized research unit (ORU). Partnerships between Deans, Department Chairs, and Center or ORU Directors in planning faculty recruitments is important to grow and maintain our research mission and can be mutually beneficial for recruitment, resource sharing, and addressing space needs for new hires. Some units and centers already have agreements regarding future planned hires, which should be reflected in your hiring plan. I encourage all units to consider explicit partnerships with centers on specific recruitments in fields where such a partnership makes sense.

Hiring Plan Update

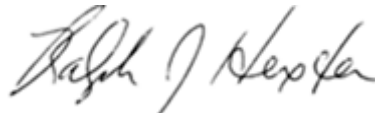
Each Dean should submit an updated five-year plan addressing the final year, 2019-20. Plans must include a brief narrative on the status of the vision for the future state of your faculty. Please focus this update on your progress during the 5-year recruitment plan, significant

changes to the vision that have occurred or are under consideration, and actions you are taking to increase the diversity of your faculty. This plan and narrative will be the basis for my faculty recruitment authorizations. General parameters for this update are attached. Budget and Institutional Analysis (BIA) will provide the format and detailed instructions for this update, utilizing the current plan as the starting point.

Given where we are in the planning process, I expect that my approvals will only be for the 2019-20 recruitment process. If you previously received a multi-year approval through 2019-20, that approval stands.

Please submit these updates and narratives to me, with a copy to your BIA analyst, by **no later than April 8, 2019**.

Sincerely,

A handwritten signature in black ink, appearing to read "Ralph J. Hexter". The signature is written in a cursive, flowing style.

Ralph J. Hexter
Provost and Executive Vice Chancellor

Enclosure

c: Assistant Deans
Vice Chancellor Ratliff
Senior Associate Vice Chancellor Frace
Vice Provost Kass
AVC Mangum

ATTACHMENT

General Instructions for 2019-20 Hiring Plan Updates

- It is our assumption that the 2015-16, 2016-17, and 2017-18 hiring information is final based on reports provided last year.
- The 2018-19 information should be updated to reflect 2017-18 recruitments and those underway now.
- We will assume that, unless you indicate otherwise, recruitments that did not complete in 2017-18 are continuing in 2018-19.
- If you made multiple hires for a single search in recent years, make adjustments in your out-year plans to accommodate these hires within the multi-year framework. In essence, such hires are considered “pre-hiring” of future planned positions and should reduce future hiring.
- Given that we are in the final year of the plan, 2019-20 should include specific information on the number and type of positions you intend to recruit.
- Within the context of the plan, you may maintain some modest number of unspecified positions to provide flexibility for opportunities, such as partner opportunity program hires, multiple offers, or a change in emphasis or need due to unexpected circumstances.
- If you received approval to recruit a new faculty position through the Faculty Hiring Investment Program (HIP) competitions, these positions should be included to your plan so that the totality of hiring and status of all recruitments can be assessed. The intent is for these recruitments to be above and beyond those in your regular hiring plan. Further justification for these recruitments is not needed.
- 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 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 must indicate how the unit expects to support the financial commitment of increased hiring.

BIA has already distributed the 5-year Faculty Recruitment Plan Template for update to units through the “Box” file share folder used for this process, as well as specific instructions on how to update the template. If you have any questions about the template please contact Donna Udahl at dfudahl@ucdavis.edu. If you have any other questions about the process or deadlines, please reach out to your assigned BIA Analyst.