

December 9, 2013

RALPH HEXTER

Provost and Executive Vice Chancellor

RE: Faculty Hiring Investment Program (HIP)

The proposal was forwarded to all Davis Division of the Academic Senate standing committees and Faculty Executive Committees from the Schools and Colleges. Detailed responses were received from the Committees on Affirmative Action & Diversity, Faculty Welfare, Planning and Budget, and Graduate Council as well as from the Faculty Executive Committees from the College of Engineering and Letters and Science. These responses are attached in their entirety. My summary of the major points follows.

HIP is a good idea and more than one committee responded with enthusiasm. Its success, however, will depend on a number of crucial elements in its implementation: (i) the selection process must be transparent. There were many questions about the role of the "committee of 20" and the Committee on Planning and Budget makes a suggestion for its own role and argues for broader consultation with the Senate; (ii) before a recruitment is authorized, clarity about the search process should be obtained. Early involvement of home department(s) in the searches is a must;

Further, we suggest avoiding creation of a largely artificial distinction between so-called "traditional" recruitments, implying that those by default aim to maintain the status quo, on the one hand and HIP recruitments, which would be multidisciplinary and innovative, on the other hand. Faculty greatly values the opportunity to put together a proposal that can be reviewed on its intellectual merits. If a proposed recruitment, at same time, helps fulfill a 'traditional' need, so much the better.

As a last point, we recommend that in the final stage of the selection process infrastructure needs and start-up cost be given a thorough review.

We hope that these suggestions will assist you in developing a successful Faculty Hiring Investment Program.

Sincerely,



Bruno Nachtergaele, Chair
Davis Division of the Academic Senate
Professor: Mathematics

Enclosure: HIP Proposal Response Report



Davis Division Academic Senate

Request for Consultation Responses

Draft Announcement: Faculty Hiring Investment Program (HIP)

December 3, 2013

On November 19, 2013, Provost/EVC Hexter wrote: I attach a draft of the Faculty Hiring Investment Program (HIP), which I've described in general terms before. We are eager to receive feedback from many quarters, none more important than the Academic Senate. I am sending this to you, Bruno and André, not only for your own reactions but with the expectations that you may share it with other individuals and/or groups who you believe should also weigh in. I have also included you, Deb, because we had already said we definitely wanted CPB to have the opportunity to comment and I want to make sure you and your committee members receive a copy as soon as possible. As you will see, the draft describes a specific role for CPB in the process of evaluating the proposals we will receive under this program. Be assured that it will be important for us to hear not only suggestions for additional information and clarifications but also cautions. My plan is to reflect all the input we receive in the final call, which I hope can go out to the faculty in the 7-10 December range. Receiving your commentary as soon as possible, but no later than December 3rd, will be very much appreciated.

Affirmative Action & Diversity

November 27, 2013 9:54 AM

The Affirmative Action & Diversity Committee reviewed the Draft Announcement: Faculty Hiring Investment Program (HIP) and has the following response:

We suggest editing page 3 bullet point 4 to read "Significantly advancing campus goals to increase the racial, ethnic, gender and cultural diversity of the faculty"

Also, in that same section bullet point 6, which reads "Making a significant positive impact on some important aspect of undergraduate education; e.g. addressing a critical new major or new trends in pedagogy" we suggest adding, "or anticipated needs arising from evolving student demographics (socioeconomic, racial, ethnic and cultural etc.)."

Council of School & College Faculty Chairs (ENGINEERING)

December 3, 2013 10:39 AM

The College of Engineering Faculty Committee's response to the proposed HIP program is attached in pdf form.

Response continued on next page.

Date: December 2, 2013

From: College of Engineering Faculty Executive Committee

Re: Faculty Hiring Investment Program (HIP)

Our committee is supportive of the goals of the biennial Hiring Investment Program proposed by Provost Hexter. The rationale proposed (hiring faculty whose disciplines transcend traditional Department boundaries), and extending the range of departments or colleges into new areas, addresses a weakness of the planning process on our Campus. However, the lack of success of the faculty hiring Initiatives under the previous UCD administration suggests that even a worthy program can fail if it is not well implemented. In the case of the earlier initiatives, faculty were often hired with limited departmental input and often fit poorly in their destination department, while holes in departmental core programs went unaddressed. This makes it important that Deans and destination departments should be fully involved in the preparation of proposals and in their implementation if they are selected. It is also recommended that the proposal review process should be fully competitive, use high standards in the selection process, and include assessment metrics to evaluate the progress of initiatives. Since departments are usually most adept at recognizing their own needs, it has also been suggested that HIP should be aimed primarily at interdisciplinary research and graduate groups.

Finally, while we agree that it makes sense to allocate a portion of new FTEs to new research frontiers located at the intersection of research disciplines, we hope that this will not be the only area of FTE growth. With continued retirements of faculty who teach and perform research in more traditional department topics/subjects that remain of primary relevance to society, there is also an increasing need to allocate FTEs to, at a minimum, backfill, and in many cases, expand, these areas. The labeling as "traditional" of certain topics/subjects of research does not necessarily mean past relevance. Many "traditional" research topics remain of primary importance to society today. Thus we hope that departments will be able to propose growth positions based on societal importance instead of just based on popular research trends (following NSF and other research funding agencies priorities).

Council of School & College Faculty Chairs (LS: SOC SCI)

December 2, 2013 5:16 PM

The L&S Executive Committee discussed this issue and thought the proposal was fine in principal (i.e., encouraging interdisciplinary, cutting-edge, and specialty hires), but the committee members were concerned about how the 20-member advisory committee would be "appointed," given that hiring, new directions, etc. should receive faculty (i.e., Academic Senate) input. The committee also thought that the composition of the 20-person advisory committee should be specified. The committee also thought that the proposal should say explicitly that the departments involved in a particular hire would have to agree to the hire (so that a person hired to be in that department, and maybe another department as well, would be truly welcome). Finally the committee members wondered how final decisions would be made. For example, does the Provost listen to the 20 advisors and then decide, on his own, what actually happens.

Faculty Welfare

November 27, 2013 3:52 PM

Response continued on next page.

Response of the Faculty Welfare Committee to the Faculty Hiring Investment Program (HIP)
November 27, 2013

The following concerns regarding the program draft were expressed by the committee:

- There needs to be more details on the advisory committee and its decision making process.
 - Who has input on the selection of the committee members?
 - How will the final composition of the committee be determined (e.g., number of academic senate vs. federation, number per division etc.)?
 - How will final hiring proposals be chosen (e.g., majority vote, Provost decision)?
 - How will the home department(s) be determined for merit/promotion purposes?
 - How will the home department be involved in the proposal selection and hiring process?

- The program should include provisions for partner hires and/or other support positions (e.g., lab personnel from previous institutions).

- There is concern that the \$6M in additional startup funds, spread over 60 faculty hires, is insufficient to develop the new programs and/or research opportunities that are the focus of this initiative, thereby jeopardizing the success of the new faculty members.

Graduate Council

December 3, 2013 1:23 PM

Response continued on next page.

December 3, 2013

RFC: DRAFT ANNOUNCEMENT FACULTY HIRING INVESTMENT PROGRAM (HIP)

Graduate Council members reviewed the draft Hiring Investment Program description. The program has potential to contribute greatly to the success of graduate education at UC Davis. Graduate Council identified one set of questions, and one caution. Members also saw important potential benefits for graduate education.

Two related questions that emerged regarded financial resources associated with the faculty hires outside of salary. First, space is mentioned in the draft. Would there be provisions made for graduate student office and, perhaps more importantly for some fields of study, student-accessible, modern laboratory space and instruments? If the graduate student population is going to expand as the faculty expands then additional resources are required for educational purposes. Second, if the number of cross-department positions and course offering expands, will concerns arise regarding the new funding model?

The caution is that using an example of establishing a new graduate program as a significant impact on graduate education may redirect attention away from proposing positions that may greatly strengthen existing graduate programs. As one member commented, "(T)he model of running graduate groups on "extra" faculty labor is not viable for the long haul."

Apart from this caution, it's clear that a key advantage is that this program provides an avenue for graduate groups to develop proposals for faculty hires, subject to that caution. Another advantage is that interdisciplinary hiring allows for not only PhD granting program to attract star faculty but for non-Ph.D.-granting programs to attract star faculty too.

Overall, this program represents an exciting opportunity and should have a positive impact on graduate education.

The Graduate Council submits for your consideration the aforementioned recommendation(s) to the Academic Senate's RFC.

Sincerely,



Rachael E. Goodhue, Chair
Graduate Council

/vm

c: Gina Anderson, Executive Director of the Academic Senate