

**To: Academic Senate Chair and Vice Chair; Chair, CPB**  
**From: Ralph Hexter, Provost and Executive Vice Chancellor**  
**Re: Faculty Hiring Investment Program (HIP)**

I write to announce a Hiring Investment Program (HIP) for new faculty positions. This program will augment faculty recruitment efforts led by the deans as part of the implementation strategy for the 2020 initiative. Growth, diversification and internationalization of our undergraduate, graduate and professional student populations are proceeding. Investments in faculty and space must follow, and while we know that lags will occur, we simply must make new opportunities to leverage this period of growth to advance the excellence of UC Davis.

You are invited to submit proposals under the 2014 Hiring Investment Program for coordinated hires that will address important campus needs and that are difficult or impossible to achieve efficiently through standard departmental procedures. Any group of faculty are eligible to initiate a proposal. Salary support for these positions will be provided directly by a separate Provost Allocation. These positions are intended to address unique opportunities rather than the general needs associated with growth or replacement, for which the deans will utilize resources either retained in the college/school/division or allocated through the campus budget process, subject as always to the search itself receiving approval.

Over the next seven years, the campus anticipates hiring more than 600 Academic Senate and Academic Federation faculty to accommodate both 2020-associated growth (approximately 300) as well as to replace retirements and resignations. The preponderance of these positions will be filled through traditional hiring practices according to the academic plans of individual departments, colleges and schools; funded through the mechanisms set out in the new budget model.

However, there are also circumstances in which coordination at a higher level can more effectively support and advance campuswide goals including:

- the hiring of a group of faculty whose disciplinary focus or foci addresses an important campus need but transcends the boundaries between traditional departments, schools and/or colleges
- the hiring of a critical mass of faculty that would extend the disciplinary range of a single department, school or college into critical new areas and represent a transformative augmentation of that department

Both goals can be difficult to accomplish through traditional departmental planning processes that must accommodate multiple competing priorities, and that usually involve searches to fill a single position.

While these two goals represent major aims of the program, they should not be seen as precluding other possibilities that might arise; applicants are encouraged to put

forward proposals based on alternative rationales, accompanied by explanations of why these opportunities would be difficult to achieve under traditional departmental hiring approaches.

It is anticipated that approximately 60 positions will be supported through this program, distributed among searches beginning in Fall 2014, 2016 and 2018. The Office of the Provost will provide salary and benefits to support these positions, and will set aside \$6M to partner with the relevant deans and departments for startup costs associated with each biennial hiring program.

**Submission of proposals.** Proposals should be submitted directly to the Office of the Provost by February 15<sup>th</sup>. Each proposal (~5-8 pages in length) must be accompanied by a letter of support from any dean or deans whose college is involved. (Such letters of support from deans should comment on the degree of alignment of a proposal with the college, division or school academic priorities as well as on details a dean feels it is important for reviewers to know. A dean may write letters of support for multiple proposals; each will be judged individually and we are not asking the deans to provide ordered rankings.) Additional letters of support may be included as appropriate; for example, statements of support from the leadership of departments where hires are proposed will be considered as a positive factor.

Materials submitted should include a comprehensive preview of the search plans associated with each proposal, including staging (how many searches initiated in which year and from what source), plans for departmental affiliation, composition of search committees and any other administrative or governance issues that are pertinent to the process. Any complex issues surrounding the searches should be raised and discussed, with a goal of ensuring that processes operate smoothly under college and department control and minimizing unexpected complications after approval of specific proposals.

**Evaluation process.** Final decisions will be made after recommendations are received from both a twenty-member faculty advisory committee appointed for this purpose and the Academic Senate Committee on Planning and Budget, and following appropriate additional consultations (e.g., deans, directors). The advisory committee will include members of the Academic Senate and Academic Federation, representing the diversity of the campus and each of the schools and colleges. Nominations for membership on the advisory committee will be solicited widely, with the goal of assembling a group representing as fully as possible the diversity and breadth of interests of the campus. It is anticipated that decisions will be communicated to the campus by mid-April.

**Criteria to be considered by the advisory committee.** The goal of each proposal should be to achieve positive and transformational impacts on some aspect of the research or teaching missions of the campus. Although proposals will be reviewed

holistically, there are certain attributes that may be of particular significance in determining the relative merits of competing proposals. These include:

- Addressing a key need not well met by extant programs and difficult to achieve through traditional academic processes
- Leveraging significant campus strengths while adding a new dimension
- Attracting stellar faculty – junior, mid-career, senior to campus. (Note: as always, the VP-AA must approve all searches above the junior level, but some may be appropriate as part of coordinated hiring strategies. TOEs may be also be included in a proposal, but note that TOEs are by definition limited in number and no proposal should turn solely on attracting a particular individual.)
- Significantly advancing campus goals to increase the diversity of the faculty
- Making a significant positive impact on some important aspect of undergraduate education; e.g. addressing a critical new major or new trends in pedagogy
- Making a significant positive impact on some important aspect of graduate education; e.g. addressing an emerging field of research that might lead to a new graduate program
- Increasing the competitiveness of the campus for new sources of extramural funding
- Aligning with the goals of the Vision of Excellence and the 2020 Initiative
- Intersecting synergistically with one of the existing ORUs or Centers on campus
- *[+others to emerge in the course of consultations]*

This list is not meant to be exhaustive or prescriptive, but rather to provide some guidance as to the issues that will be considered by the advisory committee and Provost.

Proposals should include a description of the space available and space needed to achieve the goals put forward. It is not necessary that all space issues be resolved in advance, but it is important that they be clearly stated so that there will be no unexpected space needs arising after selections are announced. Proposals should make clear any unusual startup costs expected for the searches proposed, recognizing that these can differ dramatically between different disciplines. Although units are welcome to note additional local investments that might leverage the proposed request, this will not be used as a significant factor in evaluating proposals.