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COUNCIL OF DEANS AND VICE CHANCELLORS
ACADEMIC SENATE FACULTY

Re: Faculty Hiring Investment Program (HIP)

Dear Colleagues:

I write to announce a Hiring Investment Program (HIP) in support of new senate faculty positions, and to solicit proposals for this program. The Hiring Investment Program will provide additional resources to the schools, colleges and divisions that will support opportunities for senate faculty hiring in addition to positions funded through the standard budget process. This support is part of the implementation strategy for the 2020 initiative, under which growth, diversification and internationalization of our undergraduate, graduate and professional student populations are proceeding. This program is directed specifically at investing in new senate faculty positions; one critical component of our many ongoing investments in faculty, staff, classrooms and research facilities to advance the excellence of UC Davis.

Over the next seven years, the campus anticipates hiring more than 600 Academic Senate faculty; about 200 to accommodate 2020-associated growth and about 400 to replace senate faculty departing through retirements and separations. It is anticipated that approximately 60 (~10%) of these positions will be supported through the Hiring Investment Program, distributed among searches beginning in the fall quarters of 2014, 2016 and 2018. The Office of the Provost will provide the salary and benefits to support these positions, and will set aside no less than \$6M to partner with the relevant deans and departments for startup costs associated with each biennial hiring program.

Proposals for hires under the 2014 Hiring Investment Program should address important campus strategic goals that might not otherwise be achieved through the approximately 90% of new hires that will be supported by funds already available to schools, colleges and divisions under the new budget model, and the proposals submitted should explain why the hires requested would be unlikely to be accomplished using these standard funding sources.

Rationales for HIP proposals might include, but are certainly not limited to, the following:

- the hiring of a group of faculty whose disciplinary focus or foci address(es) an important campus need but transcend(s) 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 result in a transformative augmentation of that department

It is possible that proposals might come forward for hiring associated with the creation of new centers or institutes; however, infrastructural support costs for such entities beyond standard faculty startup packages are not available through the HIP process, and would need to be identified separately.

Submission of proposals. Any group of faculty are eligible to initiate a proposal, but it is strongly recommended that deans and faculty colleagues be consulted and included in the planning process as early as possible. Since all faculty hired will be housed in one or more departments, it is essential that proposals provide evidence of departmental support and specifically identify the proposed faculty home department(s). Each proposal (6 pages maximum) must also be accompanied by a brief letter of support from any dean whose college is involved. It is anticipated that deans may provide letters of support for multiple proposals; however, each proposal will be reviewed individually and deans will not be expected to provide ordered rankings at this initial phase in the process. 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 participation in searches, 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.

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 of proposal review, but it is important that they be clearly stated so that there will be no unexpected needs arising after the selection process is completed. Proposals should also 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.

Proposals should be submitted directly to the Office of the Provost by February 24th. Questions regarding proposal submission or the review process should be sent to Faculty Advisor to the Chancellor and Provost Ken Burtis (kburtis@ucdavis.edu); responses to frequently asked questions will be posted online on the 2020 web site (<http://2020.ucdavis.edu>). Additionally, the Provost will host a public forum in mid-January to discuss the Hiring Investment Program.

Evaluation process. Final decisions will be made after recommendations are received from both (1) a faculty advisory committee selected and appointed by the Provost and (2) the Academic Senate Committee on Planning and Budget, and following appropriate additional consultations with deans and other academic administrators. Nominations and self-nominations for membership on the advisory committee will be solicited early in January 2014, with the goal of assembling a group representing as fully as possible the diversity and breadth of interests of the campus. The role of the advisory committee will be to provide an analysis of the strengths and weaknesses of the proposals submitted.

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, teaching and service 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 strategic campus goal that might not be met through other funding mechanisms
- Leveraging significant campus strengths while adding a new dimension
- Attracting stellar faculty – junior, mid-career, senior – to campus. As always, the VP-AA must approve all search waivers (e.g., for TOE recruitments) and appointments above Assistant Professor Step III, but some of these may be appropriate as part of coordinated hiring strategies. TOEs may be included in a proposal, but note that they are by definition limited in number and no proposal should turn solely on attracting a particular individual.
- Significantly advancing campus goals for diversity (racial, ethnic, gender, cultural, etc.)
- 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 or strengthen an existing one
- Making a significant positive impact on some important aspect of undergraduate education, e.g., supporting the development of a new major of societal importance or responding to new trends in pedagogy or anticipated needs arising from evolving student demographics (socioeconomic, racial, ethnic, cultural, etc.)
- 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

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, the Academic Senate Committee on Planning and Budget and the Provost. It is anticipated that final decisions for the first round of proposals will be communicated to the campus by mid-April 2014.

Sincerely,



Ralph J. Hexter

Provost and Executive Vice Chancellor

c: Chancellor Katehi