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April 7, 2020

DEANS

Re: 2020-21 Faculty Recruitment Planning

As I write this letter your faculty are teaching their Spring Quarter classes remotely and we enter the fourth week of suspended operations due to the coronavirus pandemic. We are in unprecedented times and face significant uncertainty in our finances and 2020 enrollment. Even prior to the coronavirus pandemic, we were facing a new normal with the need to rebalance core funds by \$100 million over the next 5 years. Even more savings will be essential, especially in the short-term.

In this context, we must recalibrate our hiring expectations to ensure we are being fiscally responsible while continuing to advance our scholarship and meet the instructional needs of both undergraduate and graduate students. Inevitably, this means that faculty hiring will slow for the foreseeable future. Nevertheless, recruitments must continue because the demographics of our faculty indicate that retirements will inevitably occur, potentially putting at risk the standing and even viability of some of our programs. We also must strive to maintain the size of the faculty achieved over the past decade of undergraduate enrollment growth, as we expect to maintain our current level of enrollment.

I look to you to ensure that as faculty retire or near retirement, you critically evaluate how resources are deployed, rebalancing and reprioritizing among disciplines and subfields as appropriate, so we both sustain our excellence in teaching (at all levels) to accelerate student success and extend the range of our research into critical and emerging areas, thereby maintaining our leadership position among research universities.

We must always ensure that we are recruiting faculty members from the broadest and most diverse applicant pools possible, and that the commitment to doing our utmost to support our diverse student body is advertised and weighed as an integral component of faculty excellence. In support of this effort, Academic Affairs received a two-year (2019-2021) [Advancing Faculty Diversity Grant](#) from the UC Office of the President to support a pilot project using Statements of Contributions to Diversity together with a second statement, and support for extensive outreach and advertising, to study promising novel methods of faculty recruitment. Additional [guidance](#) on how to promote diversity in the faculty hiring process, is available from Academic Affairs. The campus continues to

invest in the CAMPOS and CAMPSSAH Faculty Scholars programs. Information on these programs is available from the [Office of Diversity, Equity and Inclusion](#) and Academic Affairs.

For many years our Partner Opportunities Program (POP) has been critical in advancing both the excellence and diversity of our faculty. For ladder-rank POP placements there is no change: the funding model continues to involve three years of three-way cost-sharing; as before, such appointments commit a dean to fund the position at 100% once the period of shared funding has been completed. As Vice Provost Kass announced in his e-mail of January 4, 2019, Academic Affairs implemented a pilot funding model for 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.

Planning Process

Academic year 2019-20 marked the end of the five-year plans for faculty recruitment that each school and college prepared in 2015-16. The multi-year plans allowed me to provide greater flexibility in annual recruitment activities, streamlined the annual faculty recruitment process, and supported earlier recruitment authorizations. At this time last year I indicated my intent to begin a new multi-year planning process in Fall 2019. However, with my planned return to faculty and our need to focus on financial sustainability we did not launch this process. This will allow my successor to shape this process going forward. We will continue to pause on the third and final tranche of the Hiring Investment Program. Whether it resumes will be another decision that will fall to my successor. However, you will have noticed that in the budget framework I set aside \$1 million to enable the hiring of 4-5 additional faculty positions to support interdisciplinary research centers, which will be managed to advance the most strategic investments in the current environment that cross disciplinary and often college and school bounds. Given current circumstances, the timing of this investment is yet to be determined.

For the coming year, I ask you to provide a modest hiring plan for the 2020-21 academic year *only*. This plan should reflect the significant constraints we are all facing as well as emerging opportunities within your school or college or in collaboration with other units. Your primary focus should be our most strategic opportunities. The plan should address any hiring scheduled for this year that may have been delayed as a result of the coronavirus pandemic. From the campus perspective, positions authorized in 2019-20 where hiring was not completed are still authorized and can be continued into the 2020-21 academic year. However, you may find that circumstances in your school or college have changed, such that it is necessary to reprioritize or pause this hiring. I will leave this to your discretion. If you do plan to adjust hiring approved in 2019-20, I will expect this to be reflected in the plans submitted. Vice Provost Kass and I provided [guidance](#) on how to continue to conduct faculty searches in the context of the coronavirus to assist in moving searches forward in a remote context.

Challenges and Opportunities

Sufficient start-up funding continues to be a challenge in many disciplines and remains 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 new hiring in 2020-21; this is in addition to previous multi-year commitments. New this year, I will require that you submit a start-up funding cashflow report that shows the multi-year sources and commitments you have made to support faculty hiring. The goal of this report is to ensure that the campus and each school and college is adequately tracking and planning for faculty start-up needs over multiple years. I will use this report in assessing the reasonableness of your hiring plans and level of campus start-up block grant provided. Budget and Institutional Analysis (BIA) has developed a format for this report and piloted its use with two colleges. BIA will distribute this report and work with you to modify it as needed to fit your individual needs.

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 (LPSOEs) 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 all space implications and potential need for capital improvements. These needs must be communicated with your faculty 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 the Space Management & Project Development group at DCM (initiated by a [Space & Project Needs Request](#)) will ensure that new hires can be accommodated and that projects are leveraged where possible with 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 Submissions

Hiring plans for 2020-21 must include a brief narrative on why the positions proposed are critical to your school or college and how they align with your strategic priorities and that of the campus. In

addition, you will be asked to submit details about each proposed position and the start-up cashflow report mentioned above. BIA will provide templates and detailed instructions for these submissions.

Please submit these to me, with a copy to your BIA Analyst, by **May 15, 2020**.

Sincerely,

A handwritten signature in black ink, appearing to read "Ralph J. Hexter". The signature is fluid and cursive, with the first name "Ralph" being the most prominent.

Ralph J. Hexter
Provost and Executive Vice Chancellor

c: Assistant Deans
SAVC Frace
Vice Provost Kass
AVC Mangum