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## DEANS

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

Since 2012, the beginning of the 2020 Initiative to grow our undergraduate enrollment by 5,000 students, we have hired over 490 new ladder faculty colleagues to UC Davis, adding excellence and diversity. Of these, over 130 represent net new hires above retirements and other separations campuswide, of which over 115 were in the colleges. In the past year, your efforts in faculty recruitment resulted in the hiring of over 80 new ladder faculty colleagues, including 29 net new hires in the Colleges. Currently, at least 80 additional ladder faculty recruitments are underway. During the same period, we have also modestly increased the number of Lecturers with Security of Employment hired to support curricular development and delivery, as well as increased the appointment of Unit 18 Lecturers, particularly in disciplines that have historically used a lecturers to support instruction. These significant faculty hiring efforts were critical to addressing recent enrollment growth and other priorities.

As we look toward 2018-19 and future years, we have largely achieved the enrollment goals of the 2020 Initiative and are entering a period of much slower growth and less access to increased revenue than the past six years. Although the campus is better off than if we had not embarked on the 2020 Initiative, changes in the state's approach to higher education funding and enrollment planning mean that the full financial and hiring expectations of the 2020 Initiative are unlikely to occur. The Regents' recent action to cap proportionate campus enrollment of national and international undergraduate students at 18%, lower than our 2020 Initiative goal of 20%; continued uncertainty about the likelihood of receiving sufficient state support for state enrollment, costs increases, and capital funding; and challenges to modest and predictable tuition increases—all suggest that we must prepare to slow faculty hiring in future years to sustain current levels with only modest growth in some disciplines.

Even as we adjust hiring expectations, 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. For additional guidance on this, please visit the [Academic Affairs website](#). You and your faculty are to be congratulated for progress in this area, but it is essential that we redouble our efforts in this arena over the coming years. In support of this effort, the campus is invested in continuing CAMPOS Faculty Scholars program and has

established a partner program to support the hiring of Faculty Scholars in all disciplines with expertise in serving African American and African Diaspora populations. Information on these programs is available from Academic Affairs.

### *Multi-Year Planning Process*

In 2015-16, each school, college, and division prepared a vision for the future state of its 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. Chancellor May is leading a campus strategic planning process and a number of other schools and colleges have also experienced leadership changes and are in various stages of strategic planning efforts. These planning processes are not yet sufficiently mature to support a new comprehensive faculty hiring planning process for 2018-19. Therefore, I will ask you to update current plans, taking into account known or critical changes within your school or college, as well as the overall constraints outlined above.

### *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. As in the past, your hiring plans will inform the allocation of up to \$10 million in campus start-up block grant funds for allocation in 2018-19. However, it is critical that you continue to look for creative opportunities to partner and leverage existing space, equipment, core facilities, recent investments, and external partnerships to meet this need.

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. Academic Affairs has developed a [Guidebook](#) that provides useful information and resources on recruiting, hiring, and launching L-PSOE faculty.

Space is an ongoing challenge, but an essential component of a successful recruitment. It is critical 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 space is available, appropriate, and can accommodate timely and cost-effective renovations. 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*

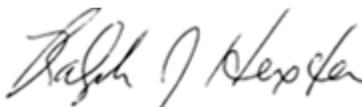
Each dean should submit an updated five-year plan addressing the remaining years through 2019-20. This plan will be the basis for my faculty recruitment authorizations. General parameters for this update are attached. Budget and Institutional Analysis (BIA) will provide the format and detailed instructions for this update, utilizing the current plan as the starting point.

Similar to prior years, I may provide approval for the 2018-19 recruitment process only, or for multiple years within the multi-year framework. If you previously received a multi-year approval, that approval stands. In these instances, the updated plan will serve as an opportunity for you to notify me of any anticipated changes in the out years and provide me with an opportunity to extend the number of years approved.

In addition, I request that each Dean submit a very brief narrative on the status of the vision for the future state of your faculty. Please focus this update on your progress and any significant changes to the vision that have occurred or are under consideration.

Please submit these updates and narratives to me, with a copy to your BIA analyst, by **no later than March 27, 2018**.

Sincerely,



Ralph J. Hexter  
Provost and Executive Vice Chancellor

c: Assistant Deans  
Vice Chancellor Ratliff  
Vice Provost Kass  
Director Mangum  
Director McUmbert

### General Instructions for 2018-19 Hiring Plan Updates

- It is our assumption that the 2015-16 and 2016-17 hiring information is final based on reports provided last year.
- The 2017-18 information should be updated to reflect 2016-17 recruitments and those underway now.
- We will assume that, unless you indicate otherwise, recruitments that did not complete in 2016-17 are continuing in 2017-18.
- 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 two years of the plan, both 2018-19 and 2019-20 should include specific information on the number and type of positions you intend to recruit in each year.
- 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.
- Each Dean must submit a brief narrative on the status of the vision for the future state of your faculty focused on the progress toward and any significant changes to the vision that have occurred or are under consideration.

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](mailto:dfudahl@ucdavis.edu). If you have any other questions about the process or deadlines, please reach out to your assigned BIA Analyst.