

April 3, 2012

CP/EVC Alison Galloway
Chancellor's Office

Re: CPB response to Faculty Recruitment Requests 2012-13

Dear Alison:

The Committee on Planning and Budget has reviewed the divisional requests for Faculty Recruitment for 2012-2013, and we have met with each Dean individually. We found that all of the Deans are working with a clear awareness of the coming budget constraints, and that each has developed his recruitment strategy within an immediate no-growth framework. Because each Dean seeks to fill its most urgent needs, and none are seeking additional central resources, CPB believes that despite budget constraints recruitments should go forward.

Before discussing each division individually, we want to emphasize the need for intermediate and long-term planning divisionally as well as across the campus. We found that the Deans are at different points in planning for future augmentations/reductions in resources; moreover, they have engaged with divisional faculty at different levels, from extensive conversations with faculty to one or two meetings with departmental chairs. The most persuasive cases have been argued within the framework of significant consultation and planning, and we hope to see that continue into the next academic year as the campus adapts to the changing budgetary and academic environment.

ARTS

CPB supports Dean Yager's recruitment proposal for 2012-13. In consultation with CPB he outlined his extensive consultation with Divisional faculty, and we are convinced that he is leading/working with the division to build upon current strengths to develop more highly recognized programs in multiple fields.

Currently the Arts Dean is pursuing a TOE in the Art Department, and he included this position in his recruitment request as part of a larger strategy to hire senior faculty to strengthen departments. The Dean presented a persuasive argument for hiring senior faculty, including the need to provide leadership for research growth and graduate programs. At this point we support his efforts to bring in senior faculty, but we do question the need for the first hire in every department to be senior. We will be keeping this issue in mind when next year's recruitments are considered. Down the road we expect to see more junior scholars joining the Arts Division.

CPB also plans to revisit our concerns about start-up funds. The Dean's request does not provide any rationale for the amounts or explanation of how the funds would be used. Because the initial start-up figures are high, CPB recommends that you request further information from Dean Yager before you commit to these start-ups.

BASKIN SCHOOL OF ENGINEERING

Dean Ramirez articulated a vision for the School of Engineering based upon growth in serving Silicon Valley. The longer-range plans include getting forward-funded faculty positions for SVC from UCOP, as well as developing external opportunities (i.e. the high-tech industry in Silicon Valley). Although this process is likely to result in serendipitous programs and is also somewhat opportunistic, CPB is encouraged by serious planning for SVC and supports these plans, with this caveat. The results should be aligned with the interests of the campus and current faculty as much as is practical even though the need to rapidly exploit opportunities may strain the conventional consultation process. For this year, CPB endorses the hiring of a TIM leadership position and supports the real-time graphics recruitment promised as part of a retention offer. We also support the Dean's current effort to bring an academic leader to the Silicon Valley campus.

We note that the BSOE consultation process with departments and faculty appeared weaker than in some other divisions, several of which are having difficult but important discussions about their priorities and directions in this era of tightly constrained resources.

HUMANITIES

CPB is generally supportive of the divisional recruitment proposal. Dean Ladusaw developed his strategy in extensive consultation with divisional faculty, filling FTEs vacated through retirements/separations. The Dean's request for seven positions reflects the successful efforts of the Humanities Division to manage the budget cuts as they happened rather than in terms of future hires. The Dean further argued that he could not prioritize this list until this year's hiring was completed and until current efforts to investigate Presidential Postdoctoral Fellows were explored.

We remain concerned about the low level start-up funds that the Humanities Division has earmarked for candidates to be recruited. Again, Dean Ladusaw hesitates, perhaps wisely, to commit scant divisional resources that may not be needed. Yet resources for needs like housing are becoming a necessity in recruitments in other divisions. If Humanities resources are stretched this thinly, you should consider augmenting their start-up allocations to meet the standard among the other divisions of at least \$50k. Strong central support over the next two or three years would enable the division to build up the resource base necessary for future recruitments.

The Humanities recruitment plan provided the most detailed discussion of its consultation process. The Division is in a post size and shape discussion, having worked through cascading decisions toward a strategy of a steady-state smaller than previously planned. The Dean is allowing priorities to be determined by departments and then, divisionally, by department chairs.

PHYSICAL AND BIOLOGICAL SCIENCES

CPB supports Interim Dean Koch's recruitment plan for 2012-13. In general, the Division has adapted to a smaller faculty size by requesting one new hire at the junior faculty level for every

two retirements/separations. The division is activating a previously authorized recruitment and has requested approval for two additional hires should further faculty retirements/separations materialize. The current requests are in Chemistry and MCD Biology, two departments with high teaching loads and high extramural funding activity.

CPB is extremely supportive of PBSci Division's effort to define the division's future size and shape through a consultative process. Our consultation with Interim Dean Koch indicated that he is reviewing the report of the Division's internal size and shape committee with an eye toward curricular capacity, critical mass of faculty, research opportunities and excellence.

SOCIAL SCIENCES

CPB supports the proposed hires, for they will clearly help to fill the gaps opened up in specific departments' curricula and programs. The committee was concerned that several of the Division's next hires would serve a dual purpose in that fractions of those FTE appointments would be given to staff a new Center for Statistical Analysis in the Social Sciences (CSASS). Such bifurcated commitments are especially of concern if any of those appointments are made at the junior level. Moreover, if a fraction of each new FTE will be assigned for duties outside the home department, how will the reduced teaching loads impact the ability of those departments to mount their curricula?

CPB has additional concerns that the Division has not begun to develop a longer term hiring plan, one that strategically, proactively considers hiring in the context of a Division permanently smaller than the size that was anticipated just a few years ago. While the Division does have a Five Year Strategic Plan, this Plan was developed before the full impact of our budget constraints had appeared. We urge, therefore, that Dean Kamieniecki initiate a new process of strategic planning, and that this be a process that is based on meaningful, in-depth and ongoing consultation with Divisional faculty.

SUMMARY

In general, CPB agrees that the recruitment plans for 2012-2013 should go forward. The Divisions are planning recruitments to fill currently funded FTE vacated through retirements/separations, requiring central funds for start-up packages and, in the case of Arts and Engineering, positional upgrades.

CPB continues to have concerns about the varied approaches deans take to the question of resources needed for start-up packages. Some deans list a minimum amount; some list a maximum without any rationale. It would be informative to have historical reports of start-up funds actually allocated in the cases of successful recruitments. In looking over the past 2-4 recruitment cycles, post-hoc reporting on the nature of the expenditures would lend insight into how divisional priorities have played out in start-up spending. At this juncture, however, we do advise that Deans provide you with stronger, more detailed rationale for large start-up packages that they expect the center to fund.

Finally, we are encouraged to find Divisions looking towards future possibilities despite budgetary challenges, and we were impressed by the work of the Humanities and PBSci Deans to work with their faculty to plan for a future with less resources and smaller departments. In his consultation with CPB, Interim Dean Koch brought forward his belief that large strategic solutions to PBSci's challenges would benefit from broader consultation with the entire campus, since various scenarios could have impacts far beyond the division. This idea was echoed by other Deans, and it found a receptive audience in the committee.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lynn Westerkamp". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Lynn Westerkamp, Chair
Committee on Planning and Budget

cc: Divisional Deans
VC Delaney
AVC Peterson