

May 10, 2013

CP/EVC Alison Galloway  
Chancellor's Office

**Re: CPB response to Faculty Recruitment Requests 2013-14**

Dear Alison:

The Committee on Planning and Budget has reviewed the divisional requests for Faculty Recruitment for 2013-2014, and we have met with each Dean individually. We would like to thank Planning & Budget for their diligent work in accounting for the FTE and authorization requests, which were numerous. In your letter to the deans, you indicated your willingness to fund up to 20 new FTE (2 for each division with another 10 allocated according to merit). We note that based on Planning & Budget's latest figures, there are currently 40 pending requests, 30 of which require central funding. During our consultations with the deans, we got the sense that this new clear-competition model for faculty resources has precipitated, among some, a new dynamic in their strategy for requesting faculty recruitments, as well as their expectation for CPB to comment and review the relative merits of each search. Not all proposals, nor our ensuing consultations, provided clear prioritization among divisional requests, making this review difficult. Given the multiple foci identified in your letter to the deans, and the trade-off between "filling gaps" in programs and curricular capacity, CPB is concerned that not all goals can be met prior to the strategic planning effort intended to begin through Summer/Fall of 2013. CPB believes this process must inform your call for faculty recruitments next year as well as clarify campus priorities for both the deans and CPB. This would ensure that the recruitments resonate with both their disciplinary and campus resource goals.

While CPB echoes the Graduate Council's comments that solidification of those departments in dire need must be achieved, we want to stress that these issues need redress in short order so that we can move forward with investment in the new and changing landscape of our campus. In some cases, the departments in need are the very areas where new programs or huge opportunities for graduate growth exist, though for many this may not be true. In general, we were disappointed by the level of deliberation on how the recruitments would enable significant growth in our Ph.D. enrollments. We expect next year's plans will more specifically address this goal, and will be well coordinated with Vice Provost and Dean of Graduate Studies Miller.

**ARTS**

CPB supports Dean Yager's recruitment proposal for 2013-14, and we appreciate that he has prioritized the centrally funded positions. **We strongly support recruitments in HVAC - Built Environment, Film & Digital Media - Sound Studies, and Music - Sound Design; we also support the position in Animation Artist/Design.** This position in HVAC will support the new MFA program in the Arts. Moreover, during our consultation with the Dean, CPB was convinced of the importance of the Sound Studies and Design positions in particular, in that they will lead

the division to build upon current strengths as well as develop programs in the intersection between fields and with other divisions.

We note that the Dean has been tactical with start-up funding which helps to improve facilities and services to the entire department or division while catering to the specific needs of each new hire(s). In addition, the division has made great strides in the fundraising and development area, and this blueprint should be followed where possible by the other divisions, and not undermined by undue 'cooperation' with University Relations.

Finally, CPB is supportive of the Dean's decisions to cancel searches that have not generated an outstanding candidate(s) and his readiness to reopen the searches the next recruitment cycle.

### **BASKIN SCHOOL OF ENGINEERING (BSOE)**

The BSOE Division has requested nine newly funded FTE in addition to the two already allocated. While it was asserted that at some level, these positions would eventually pay for themselves (through other campus funding mechanisms), CPB is cognizant that allocating these FTE to engineering does not allow for any other divisions to receive any of the additional FTE this cycle, and that there is no clear mechanism to reverse out divisional faculty resources after the fact.

**Based on a thorough review, CPB recommends that you authorize the three divisional replacements. In terms of the new positions, we place highest priority on the Technology Management (TM) - Data Analytics and Biomolecular Engineering (BME) - Cancer Genomics positions.** The TM position is critical to building this department; given the campus plans to invest in Technology Management to strengthen the campus engagement in this area and to increase our presence in Silicon Valley, we judge this position essential. While the committee does concur with the need to hire a senior faculty in this position, we instead suggest it be targeted as a Prof I+ rather than Prof VI+. The Dean was convincing in his analysis of the need for another senior leader in the BME area, and the committee is highly supportive of this effort. Additionally, this area is known for its large extramural awards packages that accompany prestigious research, and this position will further UCSC visibility in this area.

**While we do not support the second BME - Evolutionary Genomics and Electrical Engineering - Applied Optics positions at this time, we do recommend that in addition to the two allocations above, BSOE be allocated up to another four recruitments from the remaining requests, which should be pursued based on divisional priorities.**

During our consultation, the Dean articulated concerns regarding space, having constituted a space-advisory committee because there will be difficult choices ahead for the division. Based on this discussion, CPB was curious about contingencies. The Dean is interested in how programs might expand in a positive way into the Delaware Avenue facility, locating in a larger more useful footprint and freeing up space in existing on-campus facilities. Complicating these considerations are meta-issues associated with engineering, for it is still unclear, in some areas, what they will be researching in 2-3 years.

Regarding a potential Material Sciences initiative, Dean Ramirez articulated that the PBSci Division is better positioned to nucleate an effort and would welcome the invitation for BSOE to participate. He stressed that this would require a campus-level initiative involving a small number of PBSci /Engineering and large number of cross-listed faculty.

## **HUMANITIES**

CPB is supportive of the Division's recruitment plans proposed for the next two-year cycle, although the request for a five-year plan was not yet addressed. The Humanities request is in one sense the easiest to approve, given that it requests recruitments that were already allocated centrally and utilizes divisionally-held FTE for the other three. **CPB recommends that all requested recruitments identified in the proposal as stage one be allocated and authorized.** The proposed positions should enrich both the undergraduate major offerings on campus and contribute to the University's aspirational graduate growth.

CPB perceives the Humanities Division's plans as some of the best developed, in term of consideration of the budget as a whole and consideration of priorities rather than replacing positions. Growing out of this planning, the Dean is able to use divisional FTE, currently held to generate one-time funds, for several hires this cycle.

In several areas of programmatic instability, the Dean assuaged many of CPB's concerns regarding viability and possible paths forward. We were particularly concerned about the two interdisciplinary CRES positions, in Race, Religion, and Politics and African American/African Diaspora that were not assigned to specific departments, but we find the Dean's search strategies, as well as the progress of the organizing core faculty, reassuring. Although uncertainties remain, CPB is confident the Division is providing adequate planning and resources for these areas and looks forward to positive steps in the coming year(s).

CPB has some concerns about the use of the Target of Excellence process in this division over the past cycle. We trust this practice will continue to be utilized to benefit to the campus as a whole.

## **PHYSICAL AND BIOLOGICAL SCIENCES**

CPB was moderately disappointed by the lack of prioritization within this request, though overall the positions articulated were reasonably justified on their own merit. We particularly appreciate the Dean's engagement with the question of graduate growth and his discussion of Divisional FTE in light of this campus goal, and his efforts to outline a tentative plan for the next four years. At the outset, we note that the division has two TOE searches pending. CPB recommended that both positions go forward, but we also note that these positions must come out of this round of FTE allocation. Our recommendations were developed from this position.

**First, we recommend that the planned replacement position in Mathematics be authorized as requested. We further recommend that the position in Chemistry & Biochemistry -**

**Physical Chemistry be reauthorized and that the Earth & Planetary Sciences, and Ecology & Evolutionary Biology (EEB) - Coastal Sustainability positions be allocated and authorized.** However, as noted above, should the currently pending Target of Excellence request for EEB be successful, this FTE slot should be used for that recruitment instead.

In addition, we note that MCD Biology has been reducing the number of enrolled graduate students despite the increase in faculty and the stated campus priority in this area. If the Dean can provide reasonable assurance this trend will be reversed, the committee would support the allocation and authorization for one of the requested positions. If not, we see no compelling reason to commit resources in this area at this time.

**Based on the need to balance the resources available, we recommend *against* approval of the second Mathematics position and the Physics - Condensed Matter-Materials at this time.** In our consultations with both the Deans of PBSci and BSOE, CPB became convinced that the prospects for the development of Material Sciences on our campus may still be in a pre-planning phase. While the Chemistry and Biochemistry Department has clear strength in this area, and development in this area beyond Chemistry may figure prominently in our future plans, a well-organized, systematic collaboration and investment by PBSci, BOSE, and central campus will be required to realize these plans. It is clear that this cycle is not yet that time.

## **SOCIAL SCIENCES**

**CPB recommends that the two planned replacements in Psychology and Economics be authorized as requested.** These two departments present dire need and serve a disproportionately large number of the undergraduate enrollments of our campus. Ensuring their continued success is crucially important.

**For the remaining recruitments, CPB recommends that four positions be allocated and authorized as requested:** the Endowed Chair in Global Information; Latino/a Sociology and Emergent Communities; and the two positions for Latin American/Latino Studies (LALS). We are mindful of the burgeoning LALS graduate program and would not want to stall enrollment growth in this area unless absolutely necessary. However, the needs of the Sociology Department are apparent, and a successful recruitment in Sociology, as described, would bring a faculty member whose courses and expertise would add to the LALS doctoral program.

We note that the salaries for both the Endowed Chair in Global Information and Social Entrepreneurship and the LALS - Political Economy recruitments appear to be allocated at much higher level than seems appropriate. The off-scale for one exceeds the current maximum upgrade for Prof I. This issue should be corrected.

**SUMMARY**

Following up on a point from last year, CPB continues to desire post-hoc reporting on the nature of start-up expenditures and believes that these data would lend insight into how divisional priorities have played out over the course of each year. Through our consultations we have found that in many cases, deans use start-up to achieve multiple priorities, on top of the obvious support of the needs of each newly hired faculty. These funds provide an enlightening and specific insight into divisional goals, as well as compliment their resource planning submissions. Therefore, it would be helpful to review how campus priorities are supported by each division.

Lastly, CPB supports the CP/EVC's stated goal of reviewing the Partner Hire and Target of Excellence processes this summer. CPB regards these processes as essential tools for the campus, but stresses that they must be used for their intended purposes, and must be funded through pre-existing divisional FTE, as the center is already pushing out as many FTE annually as is feasible.

Sincerely,



Lynn Westerkamp, Chair  
Committee on Planning and Budget

cc: VC Delaney  
Divisional Deans  
VPDGS Miller  
GC Chair Schumm  
AVC Peterson