

May 19, 2014

CP/EVC Alison Galloway  
Chancellor's Office

**Re: CPB Response to Faculty Recruitment Requests 2014-15**

Dear Alison:

The Committee on Planning and Budget has reviewed the divisional requests for Faculty Recruitment for 2014-2015, and we have met with each Dean individually. Your letter to the deans indicated the willingness to fund up to 16 new FTE (“11 positions will be used to support campus strategic investments (minimum 1 per division), three FTE will be available for LSOE/LPSOE hires, and at least two FTE will be allocated for the initiation of cluster hires”). We note that based on the Office of Planning & Budget’s revised figures, there are currently 41 pending requests, 27 of which would require central funding. This letter will include advice on all these requests. A separate letter will discuss three emerging broad campus initiatives or themes, alluded to below as Cultural Crossings, Data Science and Environment/Sustainability.

Our thinking about the FTE requests was guided by a set of principles that you outlined in your letter to the deans, that were developed by CPB previously, and that have been revised throughout our review. To paraphrase, these principles are:

- new faculty hires should enhance the research profile of the campus, in some cases by allowing us to venture into new areas and in other cases to strengthen existing programs that are essential to our future research mission;
- new faculty hires should enhance growth of graduate programs, either by helping to launch new programs or by maintaining and enhancing excellence and enrollment in existing programs;
- new faculty hires should maintain or enhance the excellence of existing undergraduate programs; the establishment of new undergraduate programs has lesser priority at this time.

**Cluster Hires**

As noted in your letter to the deans, clusters of faculty hires should play a central role in faculty hiring over the next several years. They will allow us to achieve world-class excellence in areas where a few new hires will complement and leverage strength already present. Of particular interest are areas that are of major importance to the academic world and the wider world, and that are financially feasible either because they will bring in substantial external funds or because they make a large contribution to the campus’ overall portfolio of research and teaching at relatively modest cost. In brief, clusters should (a) promise excellence via leverage in (b) important areas and (c) be financially viable.

The committee favors the PSci clusters in **Coastal Sustainability** and **Material Sciences** as priorities this year. Coastal Sustainability is important in its own right, and will complement an emerging wider campus initiative in Sustainability/Environment. The first slot in this cluster, for

**Earth and Planetary Sciences - Atmospheric Science/Meteorology**, should go forward as requested in the upcoming recruitment cycle. You might want to discuss with the Dean the focus of the two Ocean Sciences recruitments which are currently underway. We would like to see those hires aligned with this cluster if possible.

Although the Materials focus would be advantaged by increased collaboration and investment from BSoE, Dean Koch articulated clear commitment to this cluster, and has put resources behind it. CPB therefore recommends that the **Physics – Materials/Condensed Matter** position be approved but that the Computational Materials Chemistry position be postponed to the next cycle. (However, it is a strong candidate for a 17th new FTE slot this year, if that slot becomes available.)

In the Humanities Division, CPB recommends a new hire in the **History of Consciousness** (HoC) cluster, for the slot **Critical & Cultural Theory** at the senior level. We endorse the idea of a cluster hire in the HoC Department, since that department supports the intellectual activity of numerous faculty across the Humanities, Social Sciences and Arts Divisions. The Dean asks for the explicit commitment of two additional hires in the following year. We agree that this sort of commitment is necessary to ensure the success of the senior/leadership hire, and also that it provides continued support for the unique HoC graduate program. However, we believe that only one of these two slots should be funded centrally, and the other should be resourced divisionally. There have been five recent HoC separations not yet replaced in that Department, and a divisional replacement hire would show clear divisional commitment to this area. CPB also notes that, if these hires are to realize the vision of increasing graduate population, TA support issues will need to be addressed in the short to medium term. HoC has customarily relied on TAs from other programs in Humanities and Social Sciences, but those programs are likely to retain their TAs as they increase their own graduate enrollment.

In the Arts Division, the **Innovative Game Developer** position has already been approved in the form of a Target of Excellence (ToE) request. CPB recommends deferring the consideration of the gaming cluster until next year pending successful integration of the ToE hire with existing programs and initiatives.

In the SOE division, the **Power Electronics** cluster can leverage strengths within Electrical Engineering (EE) and in other Engineering departments. However, this cluster should be part of the wider campus initiative on Sustainability/Environment, so out-year plans should be revisited for power electronics as the wider initiative takes shape. In the meantime, CPB favors **a single hire in Power Electronics** during the current cycle.

CPB also supports the **senior Applied Math and Statistics** hire in the proposed Statistical Network Analysis cluster. This proposed cluster should be part of a wider campus initiative on Data Science so, again, out-year plans in this proposal should be revisited as the wider initiative takes shape.

In the Social Sciences Division, the proposed cluster in Anthropology is relatively low in the Dean's priority list this year, and thus we also consider it a relatively low priority for the current

cycle. However, it does seem to resonate with the wider campus initiative on Cultural Crossings, so we recommend that the **first** of the two hires be considered as the 16th new FTE this cycle. Depending on how the wider campus initiatives take shape, this cluster may gain a higher priority next year.

CPB is enthusiastic about the proposed **Human Computer Interaction (HCI)** cluster. We see that it could have a direct impact in attracting graduate students and funding, and that it fills a niche where the campus has expertise and can have an impact. It has strong support from the Social Sciences Division, and also includes intriguing interdivisional connections to Engineering and Arts. On the other hand, the cluster emerged relatively late in the consultation process and its connections to a campuswide theme of Data Science are yet to be worked out. Therefore, we support a single **Psychology - Cognitive hire** during the 2014-15 cycle, and hope to see further HCI hires in subsequent years as part of a wider plan with clear interdivisional support.

### **Divisional Hires**

CPB recommends that the divisional replacement/open hires be approved as requested, with the proviso that the Deans may wish to utilize divisional provisions to fill higher priority positions for which “new-central” funds were requested but not granted. We have specific suggestions below about some of these slots.

#### *Social Sciences*

CPB recommends approval of the **Social Sciences Legal Studies Director** (their top priority), which would help stabilize the program. This recommendation further aligns with our support of the related LSOE request noted below.

CPB also recommends approval of the divisional replacement position **Sustainable Futures: Knowledge, Nature and Social Change**. However, we urge the Dean to rethink the way this position is defined. Currently it is justified mainly in the context of the Sociology Department and its current foci. However, the position potentially could help shape the emerging campus-wide initiative in Sustainability/Environment, and thus play a crucial role for the campus as a whole. Therefore we recommend (a) allowing a possible upgrade so that mid-career candidates may be considered, and (b) including hiring committee members from several relevant disciplinary areas. These might include someone from PBSci or Engineering connected with sustainability, and faculty within the social sciences with expertise in modeling and modern data analysis.

#### *Physical & Biological Sciences*

The hire in **MCD Biology/Animal models** has already been approved as a double hire this year.

#### *Humanities*

The new position in **History (modern France and French Empire)** should be approved. However, CPB wonders how the spousal hire request emerging from the Critical Race and Ethnic Studies recruitment (second FTE to be housed in the History Department) – should it be successful – affects the distribution of the previously submitted FTE requests and divisional

priorities. We also worry about the depleted reserve of open provisions held by the Humanities Division, per Dean Ladusaw's consultation.

### *Arts*

We note that the Sound Studies position, which appeared in the original draft request, has since been deferred for recruitment during the next cycle. Consequently CPB strongly endorses the **Narrative Production** position for recruitment.

Both Painting and Photography are mounted by very small faculties and while CPB supports the Arts Division's commitment to these disciplinary foci, we stress that it is almost certain that divisional replacement FTE will need to be utilized in these areas should there be separations in these departments. Strategically, this is something CPB would like to see addressed in the Arts Academic Plan.

We also discussed the disposition of the pending MFA in Environmental and Social Art, which is not mentioned in the Dean's three-year projection. Support for this graduate program would fit the campus' stated goals of supporting graduate growth in the Arts Division.

### *Baskin School of Engineering*

The position in **Biomolecular Engineering - Evolutionary Genomics** should be approved as well as the first position of the Power Electronics cluster noted earlier. Both of these positions have a very high cost in terms of start-up and renovations, but they seem to be clear divisional priorities so they should move forward.

The replacement position in **Non-Linear Dynamics** should also be filled. It would seem desirable to include on the hiring committee a member of the Math Department, whose tenured faculty includes at least two individuals with strong reputations in applied as well as theoretical work in this field.

CPB concluded that the **Experimental Computer Systems** position should be a candidate for divisional replacement, either this cycle, or next. If pursued during this cycle, we trust that you will work with the Dean to decide which of the other divisional hires this position would displace. This seems to be the top priority in Engineering, so it is very much supported by CPB. Although it is not central to Data Science, this is a hire in an area that has substantial research support on our campus and that can help increase the number of graduate students.

### **LSOE Hires**

CPB's principles for the LSOE recruitment are as follows. Such hires should:

- support "service-courses" which benefit the campus community or critical disciplinary pathways; and/or
- support a disciplinary area or program which relies on the unique skillset which lies outside the normal expectations for an faculty in the area, often gained through experience in the private sector or through augmented/specialized training; and/or

- leverage a blend of faculty resources that both enables undergraduate success and frees up ladder faculty for research and graduate priorities; and/or
- stabilize existing areas with documented instruction support issues.

The requests from PBSci (Mathematics) and Humanities (Writing) are similar in that they focus on service courses that will benefit a large number of students across the divisions and campus. Maximizing the impact of these LSOE hires is a major factor in CPB's deliberations. The requests from Social Sciences (Legal Studies) and Arts (Ear Training) are similar in the sense that they have a narrower focus and benefit a relatively smaller number of students. However, because the request of Social Sciences is coupled with a request for a new director for the Legal Studies program, and this "mini-cluster" is a high priority of the Dean and will stabilize this program, we would rate it as a higher priority than the request from the Arts and almost on par with the requests from Math and Writing.

The committee does not support the LSOE lecturer position in Arabic, Swahili, Malay, or Hindi/Urdu at this time, given the uncertainty about how the related cluster will play out. The SOE request for an LSOE is not competitive against the other requests; it does not affect a large number of students across multiple divisions or focus on areas for which ladder-rank faculty would not be appropriate hires (as is the case in Social Sciences and Arts).

CPB therefore recommends the allocation of the LSOE requests from **Mathematics, Legal Studies, and one (of the two) LSOE for Writing**. We do, however, find well-made cases for the second Writing LSOE and for the Arts LSOE. Assuming next year's FTE Call includes explicit allocation for additional L(P)SOE, CPB would recommend that these positions receive consideration at that time.

### **Sixteenth FTE**

CPB reached consensus fairly quickly about the 15 new provisions supported centrally discussed above. We debated two strong candidates for the 16th and last slot:

1. Anthropology - Cultural Anthropology of Muslim Worlds
2. Chemistry & Biochemistry - Materials Computational

The committee ranked Cultural Anthropology of Muslim Worlds perhaps slightly higher, due to its potential to make an impact on the existing faculty working in related areas. However, the Materials Computational hire supports the Materials cluster, which – as noted above – is a top priority of the PBSci Division. If either of these slots is not filled this year, it should have very high priority next year.

### **Summary**

Our recommendations thus include 16 new FTEs (3 LSOEs, 2 initial hires for clusters, and 11 additional individual positions). Sorted by Division:

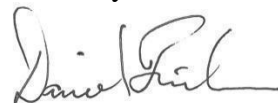
	<b>Cen-New</b>	<b>Div-Replacement/Open</b>
<b>Arts</b>	Innovative Game Developer (1)	Art - Photography Artist (6)
	F&DM - Production Design (3)	TA- Actor/Voice (7)
<b>BSoE</b>	EE- Power Electronics (3)	CS/Games - Computational Media (2)
	BME - Evolutionary Genomics (6)	AMS - Non-Linear Dynamics (4)
	AMS - Statistical Network Analysis (8)	CS - Computer Security (7)
<b>Humanities</b>	<b>HoC - Critical &amp; Cultural Theory (1)</b>	Literature
	HIS - Modern France & French Empire (2)	Jewish Studies
	<i>Writing LSOE (3)</i>	
<b>PBSci</b>	<b>PHYS - Materials/Condensed Matter (1)</b>	CBC - Biochemistry/Structural Biology
	<i>Mathematics LSOE (2)</i>	EPS - Planetary Sciences
	<b>EPS - Atmospheric Science Meteorology (3)</b>	PHYS - High Energy Observational
	MCDB - Animal Models (4)	ASTRO - Astronomy
<b>Social Sciences</b>	POL - Director of Legal Studies (1)	SOC - Sustainable Futures (4)
	<i>Legal Studies LSOE (2)</i>	ECON - Experimental Economics (5)
	Psychology - Cognitive, HCI (3)	ES - Food Systems (6)

Numbers refer to divisional ranking on Planning & Budget worksheet

*Italics denotes LSOE positions*

**Bold denotes cluster positions**

Sincerely,



Daniel Friedman, Chair  
Committee on Planning and Budget

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