

April 6, 2018

CP/EVC Marlene Tromp
Chancellor's Office

RE: 2018-19 Faculty FTE and CTOE Recommendations

Dear Marlene,

The Faculty Recruitment Call for 2018-2019 occurred in the midst of the campus's Strategic Academic Planning (SAP) process. To allow the SAP to inform the future hiring and the allocation of new FTEs, this year's process represented a departure from that of previous years. Deans were directed to submit recruitment authorization requests using only existing, divisionally-held open provisions. Separately, you invited each Dean to nominate up to three "nationally/internationally-recognized faculty" candidates as "transformative Target of Excellence" hires. You committed to fund up to three competitive TOE, or CTOE, requests with centrally held resources.

The Committee on Planning and Budget (CPB) has reviewed both the FTE requests to fill divisionally open provisions and the CTOE requests. In addition, the committee reviewed the vision statements and divisional plans provided by each Dean and met with each Dean to discuss their requests, their divisional plans, and their CTOE requests¹. The Chairs of Graduate Council (GC) and the Committee on Educational Policy (CEP) participated in our consultations with the Deans and later met with CPB to provide their perspectives on the pros and cons of the divisional plans and the proposed CTOEs. We are grateful for their participation, and we have incorporated their feedback in our evaluations of the requests and our ultimate recommendations.

In this letter, we summarize our recommendations for both divisionally held authorization requests and for the CTOE allocation requests. Our thinking about all the FTE requests was guided by the principles outlined in the FTE call letter, and those developed by CPB previously. The main priorities we used for evaluating the requests were:

- New faculty hires should enhance the research profile of the campus by supporting significant doctoral growth (or MFA, as appropriate) in existing programs or support new programs with high growth potential.
- New faculty hires should significantly improve the educational experience of a substantial number of undergraduate students – including streamlining curricular capacity, efficiency, and innovation through use of teaching professors.
- New hires should increase faculty diversity to create a richly varied and robust research profile and pedagogical offerings.

In addition, we considered the potential for CTOE candidates to advance the national and international prominence of UCSC and to make contributions that could cross departmental and/or divisional borders.

Description of Our Internal Process

CPB's FTE process differed somewhat from previous years in which new centrally funded FTEs were typically requested by each division. This year, all regular divisional recruitment requests had to be based

¹ The Arts division did not submit any requests as part of the regular process and BSOE did not submit a CTOE request.

on FTE provisions already held by the divisions. With no new central FTEs to be allocated in this part of the process, weighing trade-offs across divisions was not directly relevant. This meant that CPB's discussion focused on the contributions of the proposed hires to the three priorities and their consistency with the divisional visions as articulated in the submissions. In addition, CPB generally looks favorably on requests that, in addition to contributing to the three campus priorities, create synergies across departmental or divisional boundaries.

The committee spent parts of several meetings discussing the recruitment requests. We did not limit our focus to hiring requests for 2018-19 but instead placed this year's requests, where possible, in the context of each division's plans for 2019-20 and 2020-21. This was not always possible, as two divisions, Arts and Social Sciences, did not provide out-year recruitment plans. In each case, the deans articulated potential themes for their divisions as part of their CTOE submission but did not give details as to how these themes might translate into specific hiring priorities. In the case of the Arts division, the dean's strategy seems very much contingent on the outcome of the CTOE process, while for Social Sciences, the dean is awaiting the outcome of the SAP process.

Out-year recruitment requests were provided for BSOE, Humanities and PBSci. CPB expects positions identified for 2019-20 and 2020-21 will undoubtedly evolve in light of the SAP, while the plans from BSOE will presumably also be adjusted, at least in terms of their mapping into specific departments, as plans for the reorganization of the School are finalized and implemented. In total, 58 recruitments for 2019-20 and 2020-21 were identified across BSOE, Humanities and PBSci. All 26 listed for BSOE and 13 of the 24 put forward by PBSci are designated as requests for centrally funded positions. No centrally funded new positions were included in the plan from Humanities.

How many new, centrally funded FTEs will actually be available over the next two years to meet divisional requests is uncertain. The number will depend on the campus's success in generating new resources (for example, by increasing enrollment of non-resident students). How new FTEs will be allocated also depends on the answer to some critical questions: What themes will emerge from the SAP? To what extent do these themes align with priorities already articulated in divisional plans? And what fraction of new resources will be used to focus on SAP themes, to build in areas of existing or emerging strengths that will promote growth in doctoral enrollments, to improve the educational experience of undergraduates, and to enrich faculty diversity?

In discussing out-year divisional plans, therefore, our discussion focused less on the possible funding source (divisional or central) and more on what the plans revealed about the areas of priorities for future recruitments and how these priorities aligned with the three campus-wide priorities listed in your FTE Call letter.

Divisional FTE Requests: Summary of Recommendations

Our recommendations for each divisional FTE recruitment authorization reflect the consensus of the committee. Table 1 provides a summary of our recommendations.

Table 1

	Proposed by Dean	CPB Recommendations
Arts	1. Partner hire	Discussed under TOEs
BSOE	1. CS, Security and Cryptography, Assist. Prof III 2. EE, RF Communications PPFHI 3. EE, Photonics PPFHI	Support all three requests.
Hum	1. History, China, 20th century, Prof 1 2. Linguistics, Syntax, Assoc. Prof. III 3. Literature, Creative Writing, Assist. Prof III 4. Linguistics, Semantics, Assoc. Prof. III	Support request for Literature and both positions in Linguistics. CPB supports a senior recruitment in History but recommends a change in the way the field of emphasis is described.
PbSci	1. EPS, Geophysics and Tectonics, Assist. Prof III 2. Chem & Biochem, Biomedical Chemistry/Structural Biology/Synthetic Reauthorization, Assist Prof III	Support both requests.
SocSci	1. Education, STEM Education Quantitatively Trained, Assist. Prof III 2. Education, Learning Sciences and Technology, Assist. Prof III 3. Psychology, LSOE 4. Sociology, Race, Difference, and the Law, Assist. Prof III	Support position 1 in Education, the LPSOE position in Psychology, and the position in Sociology. CPB recommends against authorizing position 2 in Education, recommending instead that this request be delayed for consideration until next year.

In an environment of limited resources, consultation among the deans both about their current year requests and about their out-year requests (which may have greater impact on planning) seems essential, and could

also help bridge what sometimes play out as divides. The cooperation demonstrated among Arts, Humanities, and Social Sciences vis-a-vis the Isaac Julien CTOE request is a good example of productive consultation. In areas such as future hires in indigenous studies and program developments in human and computer interactions, department and divisional consultation seems to have been weak. In the biological sciences, progress appears to have been made in bringing together the various programs to improve coordination. CPB continues to believe that such consultations are necessary if the campus is to make the most progress in achieving campus goals.

During past FTE cycles, CPB has been concerned when a division encumbers a future open provision by recruiting a President's Postdoctoral Fellow (PPFHI). Often, this future claim is not explicitly recognized, nor does there appear to be a document that reports these future encumbrances alongside a division's open provisions. For example, the faculty roster for 2017 does not indicate which filled positions are PPFHIs. This information was included in some past versions of the faculty roster, but the dates of appointment were provided for some but not all the PPFHIs. While CPB appreciates seeing deans committing future separations whenever they make a PPFHI hire, current reporting mechanisms do not allow CPB to clearly track the total of such commitments a division may have made. Such information would be useful in allowing CPB to assess how the future flexibility of a division is affected by current commitments.

CPB also reiterates its recommendation that the campus implement a mechanism for returning to the center some fraction of divisional FTE separations. This will allow the campus to retain flexibility even with relatively few new FTE to deploy.

Divisional FTE requests

Arts: The Arts division did not submit any regular authorization FTE requests using the open provisions currently held by the division. Instead, a divisional FTE will be used for a partner hire if Isaac Julien is selected as one of the centrally funded CTOEs. As such, we will not discuss this possible partner hire in this document but will instead discuss it if a waiver of recruitment comes to CPB. CPB members note that Dean Solt did not provide any out-year recruitment plans for 2019-20 and 2020-21 as was requested in the CALL letter. Members fully understand that out-year plans in Arts are heavily contingent on the outcome of the CTOE process. However, the committee was disappointed by the lack of more specific guidance on the Dean's plans for the scenario in which CTOE candidate Julien does not come to UCSC.

Baskin School of Engineering: The Baskin School of Engineering (BSOE) requested 3 recruitment authorizations for 2018-2019, all divisionally funded.

CPB supports the requested hire for the Computer Science (CS) department. This position provides an opportunity to simultaneously achieve doctoral growth and improved undergraduate education for a large number of students. CS is significantly impacted at the undergraduate level due to increasing demand for their majors, as well as its support in providing computing service curriculum to the campus more broadly. Its undergraduate workload FTE per payroll faculty FTE is high, and the number of majors per faculty is also very high, perhaps unsustainably so. The CS department also has a very high doctoral student-to-faculty ratio, with the doctoral students being supported by TAs (generated from undergraduate enrollments) and by significant external funding. Finally, the proposed area of hiring in Security and Cryptography is an important research topic in which the campus is well-positioned to make significant, visible research contributions, particularly given its geographic location near Silicon Valley.

The rationale for our support of the other requests is more nuanced. For the Electrical Engineering department, the doctoral student-to-faculty ratio is fairly high, but the undergraduate workload is noticeably below the campus average. On the other hand, the committee realizes that the absolute size of the EE faculty has shrunk substantially and that its small size has led to major curricular gaps that threaten ABET accreditation for its BS program (the only one remaining in the school). For this reason, CPB supports both

proposed hires in EE under the Presidential Postdoctoral Fellowship program in RF Communications and Photonics. BSOE has committed provisions associated with future separations to fund these positions after the initial 5 years of UCOP funding.

In BSOE planned requests for 2019-20 and 2020-21, CPB notes that all 26 planned requests are for centrally funded hires; none are planned with divisional resources. In our letter last year, CPB “want[ed] to express our frustration at receiving requests consisting of only centrally funded hires for two years in a row. While we understand that the division might find it prudent to build-up its reserves, we would also like to see the reinvestment of its resources in support of departments that are critical to its mission.” In the context of BSOE planned request for 2019-20 and 2020-21, CPB feels it must reiterate that CPB expects to see the reinvestment of divisional resources in support of highly impacted departments that are critical to its mission. While CPB recognizes that the out-year priorities might change as a result of the reorganization of the school, the committee hopes to see in future FTE requests priorities that address undergraduate enrollment, graduate growth, and diversity. CPB would also like to understand how impact and future retirements will influence FTE requests going forward.

Humanities: The Division of Humanities has requested authorizations to hire four divisionally-funded FTEs: one in History; two in Linguistics; and one in Literature (Creative Writing).

The FTE in History is for an associate or early full professor specializing in 20th-century China. It is proposed in anticipation of the imminent retirements of both senior China historians. The department’s East Asian history sub-field is well-known, and its China historians are especially distinguished. They are responsible for a high percentage of the department’s doctoral candidates, and have a strong track record for their students’ job placements. The FTE request prioritizes this hire to maintain strength in East Asian history and to prevent the department, which has a low doctoral student-to-faculty ratio overall, from losing further ground in attracting graduate students.

CPB supports the FTE request in History and we understand the rationale for a tenured and fairly advanced hire. Still, CPB had some concern that the high number of graduate student working with the two faculty close to retirement may reflect more on the reputations of those faculty members and their willingness to work with and mentor graduate students than on the interest of potential graduate students in 20th-century China in particular. We suggest the position be conceived more broadly, perhaps by a shift in the description to a recruitment for a historian of 20th-century China within a transnational context. This would follow the recent ERC’s recommendation for the department to further develop its transnational foci. Doing so could help expand graduate enrollment.

CPB supports the FTE requests in Linguistics--one in syntax, the other in semantics. As noted in the FTE request, both are replacement hires, with the former more urgent (the impending retirement is this year). The proposed search is for hires at Assistant or Associate Professor level, up to Associate Professor, Step 3. While we appreciate the flexibility of the search with regard to rank and conjecture that hires at the associate level would be justified by greater capacity to advise graduate students, CPB wishes there had been an explicit explanation.

CPB also supports the FTE request in Creative Writing, ranked at Assistant Professor, Step 3, and we appreciate the detailed rationale provided for this hire. Given the high undergraduate demand for the Creative Writing track, CPB hopes this position will serve to attract boost undergraduate enrollments in the division. Should the division’s CTOE request not be granted, we anticipate that Humanities may wish to request an upgrade to this position.

Physical and Biological Sciences: The Division of Physical and Biological sciences (PBSci) has requested authorizations to hire two divisionally-funded FTEs, one in Earth and Planetary Sciences (EPS), and one

in Chemistry. The Chemistry request is a third year reauthorization (from 16-17), with a change to the originally authorized sub-discipline. The division has also requested a change of sub-discipline from epigenetic regulation and inheritance to molecular genetics for a previously authorized recruitment in MCD Biology (provision 337). However, this request was rendered moot when authorization was received to make a second hire from a MCDB Genetics search (provision 647).

Chemistry teaches many graduate students (4.4 Ph.D. students/faculty) and undergraduate students, and the need for a new hire is defensible using all the usual metrics. The hire in EPS is a replacement for a retired faculty member and is justified as an attempt to maintain excellence. While this is understandable, the metrics for EPS are much less convincing than for Chemistry (as is the case for Earth Sciences departments at other aspirational institutions). CPB does not object to either hire, but the planned hiring of up to three additional positions in EPS over the next two years gives us pause, given overall campus enrollment and workload.

A minority of CPB did not support the proposed EPS hire. While this hire would further the reputation of EPS and of the campus, the teaching workload of EPS is half of the campus norm, and so hiring in a highly impacted department such as MCDB, which has the highest ratio of majors to permanent budget faculty FTE of any department on campus (and more than twice that of EEB, the next highest department in PBSci), would be substantially more beneficial to undergraduate education.

CPB is curious why some of the out-year hires listed for PBSci have the priorities they do, given the existing student-faculty ratios. Out-year plans do call for six hires in MCDB which should address the workload issue mentioned above. Chemistry has the highest doctoral headcount per permanent budgeted faculty FTE and a large lower division undergraduate workload, yet only two hires are planned for Chemistry, and one of those is listed as a materials hire in Chemistry or Physics. There is also a scant number of proposed hires in the out-years for EEB, despite this department's having a reasonably healthy graduate student/faculty ratio and high workload in upper-division undergraduate courses. CPB would appreciate knowing more about the Dean's goals for student-faculty ratios, and how these goals differ across departments. CPB is sympathetic to the goal of sustaining excellence, but cautions that motivations of workload and sustained excellence both need to be considered.

Finally, CPB notes that there are no LSOE or LPSOE hires projected for the PBSci in the out-years. Does the Dean feel that the current number of LSOEs in the division is optimal? Earlier this year, an LSOE hire was discussed as part of a partner hire in Astronomy (scheduled to teach mostly in Physics), but this hire did not materialize. In this context, CPB was surprised to see that the LPSOE/LSOE authorized last year for Physics was not proposed for next year or the out-years. Many members of CPB viewed positively the idea of adding an LSOE to the departments with the highest workloads.

Social Sciences: The Division of Social Sciences has requested authorizations to hire four divisionally-funded FTEs, one each in Psychology and Sociology, and two in Education.

The FTE in Psychology would be in the LSOE series, someone who could potentially teach a broad range of the department's curriculum. Given high enrollments and impending and possible future retirements by currently employed lecturers, this hire has a strong justification. Dean Mitchell did not directly discuss the proposed level for this recruitment. Consistent with the default practice of hiring new ladder faculty at the Assistant Professor level, we assume this position will be recruited at the LPSOE level. Recruitments for LPSOEs are national recruitments, and consequently CPB believes that, consistent with the practice in recent years, the FRA funding for this position should be \$50,000, the same as employed in ladder-rank recruitments.

The FTE in Sociology would be an Assistant Professor specializing in Race, Difference and the Law, and would provide 25 percent teaching and departmental service in Legal Studies. The Sociology Department has a high undergraduate and graduate student workload, and this position will also have synergies across the campus. Therefore, this request is well-justified.

The two FTEs in Education would be Assistant Professors in STEM Education and in Learning Sciences and Technology. In this case, CPB recommends only the STEM Education hire for 2018-19. The committee is of the opinion that a second position should be authorized after the new Chair is in place in 2018-19, and has had a chance to weigh in on the decision about the appropriate field of specialization. In any case, the request for the second hire is posed as possibly being authorized in 2018-19 but not recruited for until 2019-20. A new Chair can propose it – or an alternative focus area – next year when he/she has had time to work with other members of the department in assessing future directions for the Education department. Indeed, there was some concern in CPB that scarce divisional FTEs might be better allocated to departments with higher workloads or greater potential for doctoral growth, and that the second Education position should thus be assigned elsewhere, but CPB is cognizant of the shrinkage in the size of the Education Department, and the need to have a critical mass. We trust that these concerns will be considered in the context of next year's FTE requests.

CTOE requests

A unique aspect of the CALL this year was the commitment to centrally fund up to three CTOE positions. Each dean was invited to submit up to 3 proposed hires. In total, 6 names were put forward². CPB discussed each, keeping in mind the language in the CALL letter that the individuals put forward should be “nationally/internationally-recognized faculty” candidates who would be “transformative” hires. Candidates ranged from established, widely recognized scholars to much younger scholars who have already emerged as leaders in their fields.

In evaluating the candidates, CPB considered both the individual merits of each but also the contribution the hire could bring to the campus beyond a single department or division. A concern expressed in the committee's discussions, however, was the potential danger, given limited resources, of making large investments associated with CTOEs hires in areas that may not emerge as high priority areas in the current Strategic Academic Planning process.

CPB was impressed with the quality of the CTOE candidates. We felt each would be a valued addition to the campus faculty, a view shared by GC. However, it was also clear, after collectively weighing the arguments for each individual CTOE put forward, that a strong consensus emerged. CPB recommends that three candidates, Julien, Batalha, and Luiselli, move forward as CTOE appointments. As discussed in detail below, we have listed these three in the order in which the committee ranked them. Both Blum and Livingston were ranked below this top group, with some members not supporting any further consideration of their candidacies. Finally, the committee's view was that despite Alexander's excellent individual qualifications, the proposal that she be a 50% time appointment did not meet the objectives of this year's CTOE process.

Assessment of proposed CTOE

1. Isaac Julien is a world-renowned filmmaker whose work sits at the nexus of diverse artistic disciplines, cultural studies theory, and critical race and sexuality studies. Pushing the boundaries and technological possibilities of cinematic and media arts, Julien's oeuvre is perhaps best characterized as an extended and innovative exploration of visual narrative in dialogue with film, photography, dance, music, theater, sculpture, and painting. Among his most widely known works are the now canonical films *Looking for Langston* (1989), *Young Soul Rebels* (1991), *Frantz Fanon: Black Skin, White Mask* (1996), and

² One was for a 50% time appointment.

BaadAsssss Cinema (2002), but those films represent only a small subset of his twenty films, which have premiered and screened at prestigious film festivals, biennales, and museums. In addition to his filmography, Julien has created thirteen multimedia installations, which have been shown internationally at major museums, such as the Museum of Modern Art in New York and the Centre Pompidou in Paris, as well as at international biennales and galleries. His work has garnered literally dozens of prizes—including the *Semaine de la Critique* Prize (Cannes Film Festival, France) for *Young Soul Rebels* and the Charles Wollaston Award (Royal Academy of Arts, London)—and in 2017 he was appointed Commander of the Order of the British Empire, an order of chivalry recognizing contributions to the arts and sciences (as well as to charitable and welfare organizations and public service).

There is widespread enthusiasm for bringing Julien to UC Santa Cruz, not only among CPB members but also across campus. It is abundantly clear that he would add further prominence and a high level of distinction to the Arts Division and to the campus as a whole; he would also attract, train, and mentor graduate students as well as enrich the undergraduate experience, particularly in relation to the division's emphasis on creative entrepreneurship. The excitement around Julien's potential appointment far exceeds his stature as one of the preeminent artists of his generation and his likely contributions to teaching, however. Indeed, it is Julien's demonstrated history of thinking and collaborating across disciplinary divides and his fundamental commitment to "diversity"-related questions—race, sexuality, class, migration, justice—that has catalyzed widespread support for pursuing his CTOE candidacy. Julien's oeuvre models the types of conversations and collaborations that build intellectual and artistic structures not only among artists working in different media but also among artists, theorists, historians, philosophers, and social scientists. The fact that all of the Arts division department chairs, the deans of Humanities and Social Sciences, the Graduate Council, and CPB members have expressed strong support and genuine excitement around Julien's possible appointment attests to the campus's existing interest and energy around innovative arts, critical race and sexuality studies, and social justice; Julien's arrival would help anchor and elevate these commitments in innovative and highly visible ways. What concerns were expressed focused on questions about the degree to which Julien would be actively involved with Santa Cruz students, particularly undergraduates, given his continuing commitments elsewhere,

2. Natalie Batalha is an astrophysicist and a world leader in exoplanet discovery and characterization. She has been the lead on the Kepler Space Observatory, NASA's highest-profile space observing mission of the past decade. Kepler has discovered more than 2,500 planets in orbit of other stars, including numerous discoveries that received national and international news coverage (for example, Earth-sized planets in orbits where liquid water could exist). Batalha is also on the advisory committee for the James Webb Space Telescope, which will be NASA's highest-profile space observing mission during the 2020s as the successor to the famous Hubble Telescope. As a member of the JWST team, she will have 20% of the dedicated observing time on the instrument, helping the mission achieve its goals of understanding the formation, evolution, and potential origin of life in planetary systems. It seems highly likely that her work will continue to have high impact, further growing UCSC's international reputation in these areas of astronomy and astrophysics. Given Batalha's exceptional public presence and the wide interest and extensive media coverage given to exoplanet and astronomy topics, CPB feels that the hire would help to routinely place UCSC in the national and international news.

Batalha's research would align well with an existing area of excellence at UCSC – exoplanet studies – bringing together faculty from astronomy (Fortney, Lin, Murray-Clay), Earth and planetary science (Zhang), and applied math and statistics (Garaud). Most members of CPB were also excited about the possibility that a future astrobiology institute would reach across campus, involving faculty from Arts, Humanities, and Social Sciences, as well as working with the nationally-renowned Science Communication program. Batalha's commitment to public outreach was recognized by receipt of the NASA Public Service Medal, in part for her role in public outreach and science communication during the Kepler mission.

Concerns were raised regarding the high cost of her appointment. GC questioned the potential for graduate growth in Astronomy and Astrophysics and ranked Batalha below Julien, Luiselli, Livingston, and Blum. The Batalha hire does carry a large price tag in terms of start-up (>\$3 million), but CPB notes that the majority of the funds are for personnel support (teaching buyout for faculty from other divisions, support for science communication, funding for interdisciplinary postdocs and students) required to build the astrobiology institute. It is possible that Batalha would accept an offer with reduced start-up (perhaps with reduced training and education support) but the committee's sense was that seeding the astrobiology institute was a high priority and a major draw to leave NASA Ames for UCSC.

A minority of the committee were unconvinced that this appointment and the proposed Astrobiology Institute would yield the promised interdivisional collaborations. In this view, the lack of supporting letters from the Arts, Humanities, or the Social Sciences contrasts sharply with the cross-divisional support offered for the Julien appointment. There was also likely to be relatively little payoff in terms of the undergraduate curriculum. As such, the minority view was that the large investment associated with this hire would not be justified and that it would be better to save these funds to support SAP outcomes.

Overall, the committee's view was that Batalha hire likely would have a substantial positive effect on UCSC's national and international profile because of her work on two of NASA's highest-profile missions and on topics of exceptional public interest. Development of an astrobiology institute has the potential to bring in considerable external resources in the form of NASA and foundation funding, and could catalyze exciting interactions among faculty from across all five divisions. Finally, both CPB and GC were impressed by Batalha's contributions to diversity as an advocate for women in STEM fields.

3. Valeria Luiselli is currently Assistant Professor in the departments of Romance Languages (Literature and Cultural Studies) and English (Creative Writing) at Hofstra University. As a recent PhD (Columbia 2015) and an Assistant Professor, Luiselli has already made an impact that singles her out as an emerging leader with an impressive record of scholarly contributions. She has published 4 books since 2014 and has another forthcoming in 2019, an extraordinary level of productivity. Of these 5 books, 3 are works of fiction and 2 of non-fiction. Her essays have appeared in several major outlets, and she would contribute directly and significantly as a scholar, educator, writer and activist towards each of the three campus-wide goals as articulated in the CALL. Luiselli's achievements suggest that she is en route to the kind of prominence in her field exhibited by Julien and Batalha in theirs.

Luiselli won the 2014 Los Angeles Times Art Seidenbaum First Fiction Award for her first novel, *Faces in the Crowd* (Coffee House 2014), which also led her to receive the National Book Foundation's "5 Under 35" annual prize honoring five young and promising fiction writers, and being selected as an Indies Next Pick. She quickly followed this success with her second novel, *The Story of My Teeth* (Coffee House 2015). *Teeth* was a National Book Critics Circle finalist, and only the third work of fiction in a foreign language to ever be nominated. It was also selected as one of the best books of the year by *The New York Times*, NPR, *The Guardian*, *Publisher's Weekly*, *Kirkus Reviews*, *BuzzFeed*, *Huffington Post*, and the *San Francisco Chronicle*.

Luiselli's most recent non-fiction book, *Tell Me How It Ends: An Essay in Forty Questions* (Coffee House, 2017), based on her volunteer work translating for child immigrants, deals with the North American refugee crises and has received "glowing reviews" in the *New Yorker*, *The Nation* and *Latin American Literature Today*, where it is described as "a bold political statement and writing in the service of social activism."

Luiselli's teaching and scholarship would enrich the current graduate program in Creative Writing, helping to attract students to this young program, particularly students with interests in Bilingual creative writing and Creative Writing in Spanish. Her experience in helping develop an MFA in Creative Writing in Spanish at Hofstra University has prepared her to step into a leadership role at UCSC. She would also fill a gap left

by the retirement of the Literature Department's sole Mexicanist, serving to increase program offerings in an area of interest to the campus's growing number of students coming from Latino backgrounds and one that is particularly appropriate at a Hispanic Serving Institution (HSI) such as UCSC. She would also be a key teacher and educator in the popular undergraduate Creative Writing Program and, according to Dean Stovall, "a magnet for the diverse undergraduate students seeking reflections of themselves in their faculty and the curriculum." She would also be a resource for the growing number of undergraduate majors in Critical Race and Ethnic Studies (CRES) and Spanish Studies within the Humanities.

Within Humanities, Luiselli's appointment is supported by the Chair of Languages and Applied Linguistics and the Director of the Chicano-Latino Research Center. The departments of History of Art and Visual Culture, Anthropology, Latino and Latin American Studies, and Music could also benefit if Luiselli were to join the UCSC faculty.

Finally, her work directly confronts issues of diversity and inclusion and her presence at UCSC would enrich the ability of campus, as an HSI, to contribute to both the national and the international debates surrounding immigration, diversity and inclusion.

The three other candidates nominated as part of the CTOE process, Michelle Alexander (Sociology), Joel Blum (EPS), and Julie Livingston (Anthropology) all have achieved very impressive accomplishments in their scholarly careers. Yet none of the three was ranked as highly by CPB as Julien, Batalha, or Luiselli, and each of the three was viewed by at least some committee members as CTOE appointments that should not be pursued even if Julien, Batalha, and Luiselli were to become unavailable. Blum was ranked 4th overall by more members than Livingston and received fewer votes to be dropped from consideration. We note that with respect to Livingston, CPB's ranking differed significantly from that of GC. Alexander was not ranked as there was a clear consensus that she did not fit the objectives of the CTOE. We discuss each briefly in turn, in alphabetical order.

CPB recommends against considering Michelle Alexander for one of the CTOE appointments. Alexander is a Visiting Professor of Social Justice at the Union Theological Seminary. She is nationally recognized for her legal scholarship, her work as a civil rights lawyer and a public advocate whose work has had a deep impact in raising awareness of the adverse impacts of the U.S. criminal justice and penal system on African Americans. Her 2010 *New York Times* best seller *The New Jim Crow: Mass Incarceration in the Age of Colorblindness* (2010), for which she is widely known, has received numerous awards, including the NAACP Image Award for Outstanding Non-fiction. Alexander would clearly contribute towards the campus goal of increasing "diversity to create a richly varied and robust research profile and pedagogical offerings."

However, as was made clear in Dean Mitchell's letter, Alexander is not interested in joining UCSC as a full-time member of the faculty. Instead, the proposal is that she be appointed as a 50% Distinguished Visiting Professor, serving as a "public scholar and thinker, teach one or two courses per year, and give public talks or seminars on a regular basis." CPB did not feel that recruiting a 50% visiting professor, no matter how distinguished, was an appropriate use of the CTOE process. Instead, we encourage Dean Mitchell to pursue, perhaps through her proposed "Santa Cruz Institute," an annual Distinguished Visiting Professor program that would allow scholars such as Alexander to spend nine months (perhaps split across two academic years) at UCSC, engaging with faculty, graduate students and undergraduates through public talks, seminars, and courses.

Joel Blum was ranked 4th among the CTOE candidates, but several committee members felt he should not be considered for a CTOE appointment. Blum is currently the John D. MacArthur Professor, Arthur F. Thurnau Professor, and Gerald J. Keeler Distinguished Professor in the Department of Earth & Environmental Sciences at the University of Michigan. His research focuses on toxic metals in the

environment, global climate change, water and soil quality, and sustainable forestry. He has received numerous awards, including the Thurnau Professorship for teaching and the highest international award in Geochemistry. His many publications include 15 papers in *Nature* and *Science*. Given the broad interest at UCSC in issues related to the environment, Blum would be a potential collaborator with researchers in several departments both in PBSci and in other divisions. He would be a major contributor to the proposed Environmental Sciences major at UCSC and, based on his work on environmental law and policy, would increase links between EPS and Environmental Studies. He also has a strong track record of securing external funding and supporting doctoral students.

Blum would be a strong addition in an area in which the campus already boasts strength. As such, his appointment would be less transformational than the CTOE candidates CPB ranked more highly. In addition, EPS is already a department identified by PBSci for further recruitments, despite its relatively low enrollments (both undergraduate and doctoral) relative to permanent budgeted FTEs. If issues related to the environment and sustainability do emerge from the SAP process among the campus-wide academic themes, Blum would be a very strong candidate for a SAP-funded senior appointment.

Julie Livingston was ranked 5th by the committee, but several committee members felt she should not be considered for a CTOE appointment. Livingston, a 2013 recipient of a MacArthur Fellowship, is currently a Professor in the Department of Social and Cultural Analysis and the Department of History at New York University. Her research interests include the body, Southern Africa, interspecies, gender, ethnography, and development. Prior to joining NYU in 2015, she held academic appointments at Rutgers University. In addition to a Ph.D. in African History from Emory University (2001), Livingston has a Masters of Public Health from Boston University (1993). In addition to the MacArthur, she has received numerous awards, most recently The Howard and Phyllis Friedman Fellowship for an Inclusive Economy (The Mesa Refuge, 2017) and The McGovern Lecture in the History of Medicine Medal (Yale University, 2016). Her research has the potential to generate synergies across a number of departments within Social Sciences and with departments in other divisions, particularly in the Humanities.

While understanding that health may emerge out of the SAP as a campus theme, CPB was concerned about investing a permanent faculty position in Anthropology, given the department's already very low undergraduate workload. The committee was also concerned about recruiting someone who might help develop an M.A. program in Global Health that does not align with the campus priority to ensure hires "should enhance the research profile of the campus by supporting significant doctoral growth (or MFA, as appropriate) in existing programs or support new programs with high growth potential." If health does become a campus-wide theme, Livingston would be a very strong candidate for a SAP-funded senior appointment.

Final comments

CPB has long called for a Strategic Academic Plan that could help inform discussions of recruitment requests, and the committee looks forward to providing advice on how to structure the FTE CALL letter for 2019-2020 to reflect the themes and priorities that emerge from the SAP. At the same time, the guidance provided in recent years by the three campus-wide priorities of (1) enhancing the research profile to support doctoral (or MFA) growth, (2) improving the educational experience of undergraduate students, and (3) increasing faculty diversity have been reflected in CPB's evaluation of FTE requests, particularly with respect to the allocation of new central FTE lines. CPB continued to consider each divisional request in terms of these three priorities. When possible, each request was also evaluated in the context of the divisions multi-year hiring plans.

The process this year in which the regular call limited division requests to position funded through existing open provisions held by a division and a TOE competition was unusual. A pause in allocating new centrally funded FTE made sense as a temporary measure while the campus completes the SAP. However, CPB

looks forward to completing the SAP process through consultation with the Senate so that the FTE CALL for 2019-2020 can begin aligning FTE allocations with the objectives articulated in the plan.

Sincerely,



Carl Walsh, Chair
Committee on Planning and Budget

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