Provost’s Leadership Academy Subgroup Recommendation on Faculty Hiring

The Provost’s Leadership Academy subgroup focused on the topic of faculty hiring. During the winter quarter, each of nine subgroup members attended at least one of the Provost’s Town Hall Meetings on Faculty Hiring; many of them attended two. The group then reviewed a summary spreadsheet containing feedback from emails, the town hall feedback link, and written town hall notes, and had several meetings that culminated in a final meeting on March 10, 2017. Eight professors met that day to discuss and prepare this recommendation on the faculty hiring programs, including the High Impact Hiring Plan (HIHP), Inclusive Excellence, Faculty Hiring for Leveraged Research Excellence (FHLRE), Midcareer Professional Hiring Initiative (MPHI), and Distinguished Professor Series, Distinguished Visiting Professor, Inclusive Excellence Supplement, and the President’s Postdoctoral Fellowship Program. The group responded to four prompts: (1) What important principles should be incorporated into the strategic hiring plan? (2) What proportion of new FTE should be distributed through strategic initiatives versus directly to the units? (3) What criteria should drive the distribution of new unit FTE? (4) Which strategic initiatives should be kept, omitted, and/or modified?

Important principles to consider
Alignment with strategic goals (both unit and campus)
Transparency
School autonomy
Balance and fairness

Proportion of FTE to units vs. strategic initiatives
The group agrees that between 25-33% of FTE (or 8-10 out of 30 FTE) should be used for strategic initiatives and the rest should be distributed to the units according to specific criteria with accountability measures outlined below. This suggestion assumes the Career Partners and Distinguished hiring FTEs would be retained, and these FTE are not included in the 30 mentioned above.

Criteria for Unit FTE distribution
We recommend that the deans be asked to prepare hiring plans annually for their units that address department, school, and campus strategic goals (including the criteria listed below). These hiring plans would be incorporated into the annual budget memo, and discussed at annual budget meetings. The Provost would then award FTE to the units keeping in mind the principles and criteria outlined in this document. Deans would report annually on recruitment outcomes, provide updated hiring plans, and justify additional FTE allocation requests.

The group felt strongly that this level of accountably is necessary given the large proportion of new FTE distributed to the units. This plan balances the needs for school autonomy and the desire to meet strategic goals.
Criteria: Create a point system to determine alignment of the unit hiring plans with strategic planning based on the below criteria.

- Alignment with unit strategic plans
- Alignment with campus strategic plans
  - Grant dollars/research excellence (hard to measure)
  - Inclusive excellence
  - Interdisciplinary focus
  - Growing Ph.D. enrollments
  - Addressing grand challenges
  - Community engagement
- Workload concerns
  - Degrees granted (undergrad/grad) per faculty per year
  - Ph.D. outcomes
  - Student credit hours
  - Number of majors

Allocate a few FTE to help schools who are in trouble due to replacement FTEs being used for budget deficits to avoid larger problems down the road.

Recommendation on existing strategic initiatives

The group recommends maintaining 5 of the 7 strategic initiatives: Distinguished Professor Series, President’s Postdoctoral Fellowship Program, Distinguished Visiting Professor, Inclusive Excellence Supplement, and the Midcareer Professor Hiring Initiative, which should be modified to address procedural difficulties. The difficulties that need to be addressed include the compressed timeline, the transparency of the number of FTE available by unit, and inconsistent school-based recruitment processes.

There was not feedback from the town halls on FHLRE so this group will not make a recommendation on that initiative.

This group recommends ending the High Impact Hiring Plan program altogether. The group thinks keeping it a standing platform does not make sense because it would be too difficult to develop a fair and balanced evaluation procedure without a call.