



MEMORANDUM

MARY ANNE FITZPATRICK, DEAN
FOUNDATION DISTINGUISHED PROFESSOR OF PSYCHOLOGY
COLLEGE OF ARTS AND SCIENCES

DATE: August 17, 2010
TO: College of Arts and Sciences Chairs and Directors
FROM: Mary Anne Fitzpatrick 
RE: Strategic Hiring Plans 2011-2014
Due: April 15, 2011

As described in our strategic plan, the *Blueprint for Academic Excellence*, one of the five major goals of the College of Arts and Sciences is:

To foster research, scholarship and creative activity by supporting, retaining, and recruiting faculty members who are or will become nationally and internationally known as leaders in their fields.

Strategic hiring plans are developed within departments and programs in the College. These strategic hiring plans, backed by careful fiscal, space, and research support planning on the part of the College, are the key to the University's reaching its full potential.

Since 2005, we have authorized nearly 200 searches that have resulted in the recruitment of a stellar group of new faculty. But the serious cuts that we currently face, on the heels of those that occurred in the last two years, will severely limit our ability to hire in 2011-2012. Also, despite significant progress in improving and expanding our space and facilities, we continue to face constraints on this front.

Although the outlook for the 2011-2012 hiring cycle is bleak, we must continue to plan for the both the immediate and long-range future. A vision with clearly defined and supported priorities that advance our core mission is imperative for future growth. Hiring new faculty is the cornerstone for all of the important work we do: serving undergraduate and graduate students with academic programs and courses of the highest quality, conducting research, advising and mentoring, and engaging the broader community. Developing a strategic hiring plan gives departments and programs a critical opportunity to revisit their internal dialogue about hiring priorities, formally and on an annual basis, making carefully considered adjustments as disciplines evolve and circumstances change. **Therefore, the seriousness of this planning process should not be underestimated.**

Your hiring plan should span a three-year horizon, and its development should be guided by the following three principles.

First, the hiring plan should reflect the focused priorities of your unit. Departments/programs must have a clear vision based not only on their assessment of their existing strengths, but also on key new directions for their disciplines. Priorities stated in hiring plans are often used in support of requests for both internal and external funding and represent a formal commitment by the unit that provides the justification for investment in a given area.

Second, needs for specific faculty expertise required to maintain productive programs and majors must be considered in the hiring plans. Given the current fiscal restraints, departments/programs must carefully balance curricular needs, both undergraduate and graduate, in core areas with those in emerging and promising new fields.

Third, departmental/program requests to hire must include appropriate estimates of the costs associated with hiring faculty in the relevant discipline. Plans must address the additional resource requirements needed to help new faculty succeed: office and research space, supplies, equipment and special computing needs, or technical staff.

PROCESS

1. Departments/programs should develop strategic hiring plans that span a three-year period. Given the faculty turnover you expect over the next three years, describe the strategic directions in hiring that the department/program wants to pursue. Departmental/program plans should include a clear sense of where you are going and the resources that you will need to accomplish your goals. Clarify how your proposed hires relate to the strategic directions of the department/program and new areas of research or teaching that may emerge.
2. The proposed faculty positions must **be prioritized with justifications**. Given the uncertain fiscal climate, the College will not be able to authorize extensive faculty hiring next year. It is vital that departments/programs come together to set priorities for the entire unit. All possible tenure-track hiring opportunities for the department/program, regardless of the source of the funding, must be discussed in the hiring plan. Even if grant funding will cover the full salary for a faculty position for some period of time, the request to search in 2011-2012 must be included and prioritized in the hiring plan.
3. Hiring plans must include a description of the resources needed to provide an effective research climate for the new faculty. Where applicable, space and facilities needs should be noted. Effective hiring plans must include a sense of how departments/programs are planning to use some of their own resources, where possible, to cover start-up costs. **For planning purposes, the department/program must assume that the full cost of the start-up will be split between the College and the department. Please consider your start-up cost estimates carefully. If the College allocates the search, the department will be responsible for the amount over its estimate.**
4. Departments/programs must work closely with the Dean's office in the event of questions about the timing of resource allocations and any processes governing the recruitment of the next generation of our faculty. Before the College will authorize any new searches for 2011-2012, the department may be required to provide more clarification of its requests.
5. In addition to the narrative portion of the hiring plan, please complete the enclosed spreadsheet for each year of the plan. Complete the "Existing Faculty Summary"

worksheet to provide a description of the existing faculty and completed hires in the department as of July 1, 2010. Complete the "Hiring Plan Summary" worksheet by providing the requested information for each position in **PRIORITY** order. Please provide a printed as well as an electronic version of the two completed worksheets with your submission.

6. The final step in this process will be the resource allocation decisions made by the Dean's office. These decisions will be based on an evaluation of the department's/program's strategic planning priorities, programmatic needs, and the available funds. Departments/programs will be notified of their hiring approvals by mid-July 2011.

On behalf of the College, I thank you and your colleagues for your work in building the College.

- c: Roger Sawyer, Senior Associate Dean for Natural Sciences
Steve Lynn, Senior Associate Dean for Liberal Arts
Will Graf, Interim Associate Dean for Research and Graduate Education
Sonya Brown, Assistant Dean for Academic and Fiscal Planning
Mary Ann Byrnes, Assistant Dean for Administration
Charmane Daugherty, College Human Resource Director

Enclosure

COLLEGE OF ARTS & SCIENCES
 FY12 DEPARTMENTAL HIRING PLAN
 MASTER SUMMARY OF EXISTING AND REQUESTED TENURED and TENURE-TRACK FACULTY POSITIONS

DESCRIPTION OF EXISTING FACULTY: (PROVIDE REQUESTED INFORMATION FOR ALL TENURED and TENURE-TRACK FACULTY WITHIN THE DEPARTMENT - ADD ADDITIONAL ROWS AS NEEDED)

AREA OF EXPERTISE	RANK	INCUMBENT'S NAME	ANTICIPATED ADJUSTMENTS THAT WILL IMPACT EMPLOYMENT STATUS	
	Enter Professor, Associate, or Assistant		ACTION (SEE EXAMPLES BELOW)	FISCAL YEAR

EXAMPLES: PROMOTION, RETIREMENT, RESIGNATION, LWOP, SABBATICAL, ADMINISTRATIVE ASSIGNMENT, ETC.

PRINTED PORTRAIT ON LETTER PAPER

COLLEGE OF ARTS & SCIENCES
 FY12 DEPARTMENTAL HIRING PLAN
 MASTER SUMMARY OF EXISTING AND REQUESTED TENURED and TENURE-T

FY12 DEPARTMENTAL HIRING PLAN SUMMARY (PROVIDE REQUESTED INFORMATION FOR EACH POSITION IN PRIORITY ORDER - ADD ADDITIONAL ROWS AS NEEDED)

AREA OF EXPERTISE	RANK	YEAR REQUESTED	TYPE OF POSITION (SEE EXAMPLES BELOW)	BLDG and ROOM NUMBER(S) OF EXISTING SPACE AVAILABLE TO SUPPORT REQUESTED POSITION		DESCRIPTION AND LOCATION OF EXISTING SCIENTIFIC EQUIPMENT AVAILABLE TO SUPPORT REQUESTED POSITION		RESOURCES NEEDED TO SUPPORT REQUESTED POSITION									
				OFFICE SPACE	LAB SPACE	DESCRIPTION	ROOM LOCATION	ESTIMATED SALARY (\$)	DESCRIPTION OF SPACE NEEDS	ESTIMATED STARTUP (\$)	DESCRIPTION OF NON-EQUIPMENT NEEDS	DESCRIPTION OF SCIENTIFIC EQUIPMENT NEEDED					
	Attach additional justification for any rank other than Assistant																

EXAMPLES: REPLACEMENT, NEW POSITION, ETC.