




MEMORANDUM

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

DATE: August 15, 2011
TO: College of Arts and Sciences Chairs and Directors
FROM: Mary Anne Fitzpatrick 
RE: Strategic Hiring Plans 2012-2015
Due: April 13, 2012

As described in our strategic plan, the *Blueprint for Academic Excellence*, one of the six 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 over 200 searches that have resulted in the recruitment of a stellar group of new faculty for the College of Arts and Sciences. Even in the past three years of serious budget cuts and fiscal uncertainty, we have continued to attract top candidates when we have been able to authorize searches. Our careful management of existing resources and our aggressive strategy in seeking new resources have made possible a number of searches for the 2011-2012 hiring cycle. Positions garnered from the Provost's Faculty Replenishment Hiring Initiative, external grant funds, and College resources will make the 2011-2012 hiring cycle one of busiest and most significant in recent years.

Although we will devote a great deal of energy and effort to searches this year, we must continue to plan for 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. **The seriousness of this annual planning process cannot 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 continuing 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, from 2012-2013 through 2014-2015. Department/program plans should include a brief description and analysis of the current state of the faculty, particularly addressing the impact of 2011-2012 searches; all 2011-2012 searches, including those that have resulted from the Faculty Replenishment Initiative, should be considered in this analysis. Then, 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**. Even as the fiscal outlook begins to improve slightly, we must continue to exercise restraint and caution. 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 2012-2013 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. Despite significant progress in improving and expanding our space and facilities, we continue to face constraints on this front. 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 2012-2013, 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 a 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, 2011. 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. **Note: The formatted spreadsheet will be forwarded to you electronically by September 1, 2011, and will also be posted on the College Administrator's Handbook web page with the agenda of the August 16, 2011 Chairs and Directors Retreat.**
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 2012.

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

- c: Roger Sawyer, Executive Dean and Senior Associate Dean for Graduate Education
Anne Bezuidenhout, Senior Associate Dean for Liberal Arts
Robert Thunell, Senior Associate Dean for Natural Sciences
Hans-Conrad zur Loye, Associate Dean for Research
Sonya Brown, Assistant Dean for Academic and Fiscal Planning
Mary Ann Byrnes, Assistant Dean for Administration
Loren Knapp, Assistant Dean for Academic Affairs and Advising
LaTasha Bradshaw, College Human Resources Director