Response to Offsite Review Summary of Lines of Inquiry
Additional Information Request #7:
Faculty and Staff Hiring Plans
August 2018

7. Documentation of faculty and staff hiring plans.

In recent years, UCR's approach to faculty hiring has evolved in response to external economic pressures, the campus financial outlook, and changes to our budgeting process. Prior to 2015, faculty hiring was controlled centrally with academic units submitting proposals to the Provost who would approve individual searches. From 2015 to 2017, with a more transparent campus budget and a more decentralized budget process, there was less central control over faculty hiring. During this time, some hires were made through the centrally funded cluster hiring process while others were largely at the discretion of the academic units, which now had more authority over their own budgets. Most recently, after 2017, the cluster hiring initiative was ramped down and academic units began submitting their hiring plans (including central funding requests) to the Provost for review and approval prior to initiating their searches.

This evolution in faculty hiring contrasts with our approach to staff hiring which has always been largely decentralized but with some central oversight exerted through the campus budgeting process.

1. Faculty Hiring Plans

2013-14 College Faculty Hiring Plans:

During the 2013-14 hiring cycle, departments submitted their faculty hiring requests and associated justifications to their deans, who prioritized the requests and submitted the prioritized lists to the Provost. The metrics or considerations used to justify and prioritize departmental requests varied by college but typically related to cultivating research strengths and/or addressing teaching needs. The Provost responded to each college request with a letter to the dean indicating which requests had been approved. Links to the college requests are provided below. If a college was unable to locate the request it submitted to the provost, a link to the provost's response letter or to a similar document has been provided in its place.

Bourns College of Engineering

College of Humanities, Arts and Social Sciences

College of Natural and Agricultural Sciences

Graduate School of Education

School of Business

School of Medicine

School of Public Policy

2014-15 College Faculty Hiring Plans:

The 2014-15 process was the same as the 2013-14 process.

Bourns College of Engineering

College of Humanities, Arts and Social Sciences

College of Natural and Agricultural Sciences

Graduate School of Education

School of Business

School of Medicine

School of Public Policy

2015-16 College Faculty Hiring Plans:

The 2015-16 academic year was the first year of both the cluster hiring initiative and the new decentralized budget process. The Provost's office specified the total number of searches by cluster and the amount of central funding provided per cluster hire, but decisions about how many candidates to hire (if less than the total approved for each cluster) and which home department each candidate would be recruited into were left to the deans, search committees, and department faculty. A more complete description of the entire cluster hiring initiative and the rationale for the associated hiring plan can be found here. Additionally, colleges were able to allocate their own resources toward departmental and college hires without the need for central approval. Moreover, a portion of the start-up cost for each of these hires was covered by central campus resources, also without prior approval. Because there was no central approval process, documentation of hiring plans is uneven and based on college processes.

Cluster Hiring

Bourns College of Engineering

College of Humanities, Arts and Social Sciences

College of Natural and Agricultural Sciences

Graduate School of Education

School of Business

School of Medicine

School of Public Policy (no non-cluster searches during this year)

2016-2017 College Faculty Hiring Plans:

The 2016-17 process was the same as the 2015-16 process with the exception of some changes to the cluster hiring process based on feedback from the campus. More information on those changes can be found here.

Cluster Hiring

Bourns College of Engineering

College of Humanities, Arts and Social Sciences

College of Natural and Agricultural Sciences

Graduate School of Education (no non-cluster searches during this year)

School of Business

School of Medicine

School of Public Policy

2017-18 College Faculty Hiring Plans:

The cluster hiring initiative was successful in growing faculty numbers in some of the selected areas of research. However, the initiative experienced significant implementation problems (described here) and the Provost who had been its champion stepped down. With new leadership, evolving needs for campus resources (some of which were created by the hiring initiative), and a more uncertain near-term budget outlook, the campus approach to faculty hiring has evolved to become somewhat more centralized as described below.

In 2017-18, a much smaller number of cluster searches were approved by the Provost. Most hiring was done by the schools and colleges, which submitted hiring plans to the Provost's office along with explanations of how the plans fulfilled teaching and research needs. The Provost reviewed these plans before agreeing to provide a portion of the start-up cost for each hire. If a hire was not approved for central support, the dean could nonetheless proceed if the college or school was willing to fully fund the hire. Throughout the hiring cycle, deans also could make the case for additional hires for a variety of reasons. These changes were reviewed by the Provost and decisions were communicated to the deans and documented in the hiring plans linked below. This process retains the autonomy for hiring decisions with the deans, but provides an opportunity for dialog with the Provost about strategic priorities as well as a mechanism for the institution to track hiring over time.

Cluster Hiring

Bourns College of Engineering

College of Humanities, Arts and Social Sciences

College of Natural and Agricultural Sciences

Graduate School of Education

School of Business

School of Medicine

School of Public Policy

2018-19 College Faculty Hiring Plans:

For 2018-19, in response to campus feedback, the Provost suspended cluster hiring in favor of a plan to use remaining resources conservatively and to create a process (forthcoming at the time of this writing) through which the campus can request funds for strategic central hiring. The full announcement is available here.

The campus also took further steps to more closely align college hiring plans with the campus mission. The Provost's office implemented a standard survey to receive and document all college hiring plans. The survey also prompts the deans to present their long-term hiring goals, and to explain how their hiring plans support diversity, equity, and inclusion, and how each position relates to the college's overall goals – thus enabling improved assessment of the hiring plans. The survey is a more durable alternative to an email based workflow and is one part of UCR's efforts to develop reporting structures around the decentralized budget process. Off-cycle requests for additional hires will also be documented through the survey and a shared spreadsheet will be maintained between each school and the Provost's office to record all central commitments.

Bourns College of Engineering (not available due to dean transition)

College of Humanities, Arts and Social Sciences

College of Natural and Agricultural Sciences

Graduate School of Education

School of Business

School of Medicine (response from the Provost currently in progress)

School of Public Policy

2. Staff Hiring Plans

Staff hiring has consistently been managed at the unit-level, with the campus believing that deans and other unit heads are best able to make decisions about staffing needs. During the period of review, and largely in response to budget limitations, the campus made a series of mission-oriented efforts aimed at improving staff capacity. In some instances, this meant better training of managers and expanded professional development opportunities. In others, business and staff services were centralized above the level of a unit. For example, some colleges began to take on administrative functions that were previously left to departments, such as student advising and enrollment management. Below are annual summaries of staff hiring by unit, with the rationales that guided the hiring. In cases where major reorganizations have occurred, documentation of those changes is provided as well.

Academic Units:

Bourns College of Engineering

College of Humanities, Arts and Social Sciences

College of Natural and Agricultural Sciences

Graduate School of Education

School of Business

School of Medicine

School of Public Policy

University Extension

Non-Academic Units:

SEAT (Strategic Executive Administrative Team) – manages a large number of central administrative units

Undergraduate Education

Graduate Division

Intercollegiate Athletics

Business Administrative Services

Research and Economic Development

Student Affairs

University Advancement

University Library

Information Technology Solutions

Enrollment Services

Academic Senate

Palm Desert