


July 2, 2019

To: College Deans

From: Jeffrey B. Goldberg, PhD. 
Interim Senior Vice President for Academic Affairs & Provost

Subject: FY 2020/21 Strategic Faculty Hiring Plans

I am pleased to initiate this year's faculty hiring planning process. We will continue to capitalize on the benefits of RCM and our multi-year budget planning process that is available to you in Adaptive Planning on the UAccess system. As we move forward with the implementation of the University's Strategic Plan, we need to continue to steward our resources and consider every hire as part of our investment portfolio. Let's also be cautious on overextending this year. We are still not solid on FY 2020 budget and we know that RCM revenue is down.

Guiding Questions: Integrating our strategic priorities into our hiring decisions

The questions used to integrate our strategic priorities into hiring decisions remain the same as before:

- **How will the proposed hire contribute to *engaging students*?** How will your hire help develop innovative and inclusive learning, including face-to-face, online, experiential, and other evidence-based active learning initiatives? How will the faculty member contribute to engaging and graduating a diverse student body in critical high-demand fields? How will they strengthen institutional capacity to support and advance our federal designation as a Hispanic Serving Institution?
- **How will the proposed hire contribute to *innovating in research*?** How will the faculty member help increase research awards, develop alternative sources of funding, and build scholarly productivity in areas where we have established or emerging strengths, including nationally-ranked graduate programs? How will the faculty member contribute to new discoveries and cutting-edge scholarship that benefits diverse communities?
- **How will the proposed hire help us *expand partnering with community and business groups*?** How will the faculty member contribute to tech transfer, business start-ups, and strategic institutional collaborations that address local issues and global challenges? How will their collaborations and partnerships work with traditionally underrepresented groups?
- **How will the proposed hire contribute to *fostering interdisciplinary synergies across colleges and units*?** How will your hire add to our initiatives in diversity and inclusion, including interdisciplinarity, as a cross-cutting catalyst to spark innovation across the University and increase our competitive advantage? How will the hire contribute to interdisciplinary strengths in areas that have been prioritized for investment through the strategic plan?

Hiring the Best Faculty: Creating Diverse, Robust Candidate Pools

Our adoption of Inclusive Excellence across campus, the broad diversity of our faculty is one of our most vital resources. Therefore, we will continue this year to support you and your efforts to pro-actively create robust faculty candidate pools that fully tap the national availability of talent. Recruiting diverse faculty supports Inclusive Excellence and our overall strategic goals to prepare students to lead, live, and work in highly diverse contexts.

To enhance those efforts, each search utilizes these practices:

- To strengthen our innovation capabilities through diversity and interdisciplinarity, all faculty hiring committees must include one member from another unit, preferably from another college;
- The chair of the committee, and at least one member of every hiring committee attend the faculty hiring workshops offered by Faculty Affairs (even if attended last year).
- It is strongly encouraged that all committee members complete the seven modules of the on-line Ten Minute Tools. The topics include: understanding the hiring environment, forming an effective search committee, creating an attractive position description, recruiting the best candidates, avoiding unconscious bias in evaluations, conducting highly effective interviews, and hosting a successful campus visit. These have been found to increase the success of faculty searches. You can find them here at: <http://searchtoolbox.uawebhost.arizona.edu/index.html>
- When your search plan is posted into our HR system, the posting will be reviewed to assess if there are any additional research-based resources that will help further enhance your search.
- Searches will be monitored by the Office of Faculty Affairs at key process checkpoints for diversity representation among search committee members, applicants, and finalists.

Hiring Plan Submission Instructions

Your hiring plan should consist of a memo of no more than two narrative pages with:

- An opening paragraph or two to frame your vision of how your hiring plan will advance your efforts to align your college's priorities with those set out in the *Strategic Plan*;
- A bulleted list of each proposed hire with a paragraph relating it to the *Strategic Plan* priorities described above;
- Written search plan with steps to actively outreach to potential candidates from underrepresented groups with a list of names of professional organizations as well as key stakeholders on campus.
- Committees will be expected to complete and submit the successful search checklist with targeted dates. https://hr.arizona.edu/sites/default/files/hr/managers-supervisors/Guide-to-Successful-Searches/successful_search_checklistL.pdf
- For each proposed hire, the names of the specific colleges, departments, or schools with which your hiring committees plan to work, based on discussions with your heads and directors; and
- A hiring spreadsheet containing the proposed recruitment plan for FY 2020-21 and any recruitments that are still pending from FY 2019-20. Please use the attached template to submit your plans. Copies will be sent to your business officers.

Please make sure that your plan considers the balance between meeting the day to day obligations of your units with the significant priorities in the strategic plan. RCM and multi-year budgeting requires that you carefully plan hiring to align with realities of the financial and human resources available to you. I look forward to reviewing your plans.

Please email the narrative and spreadsheet to Marilyn Taylor at taylorm@arizona.edu as soon as you are able, with a deadline of COB Wednesday, July 17, 2019.