

DATE: March 16, 2015

TO: CAS Chairs and Directors
FROM: Virginia Sapiro, Dean

RE: Preliminary Priorities for Hiring, 2015/2016
DUE DATE: April 23, 2015 to azadams@bu.edu

Although we are not finished with this current year's faculty recruitment, it is time to begin planning for the 2015/2016 recruitment season. We will use the same process for generating CAS priorities that we have been using for the past few years. The aim of this process is to be sure that we work together across the whole College to keep strengthening our faculty by (1) clearly identifying our needs in terms of growing excellence in undergraduate education, graduate education, and research and (2) hiring in line with those priorities, all as framed within the CAS Strategic Plan.

Please feel free to work with appropriate Associate Deans or me as you develop your preliminary priorities. This memo should be shared with the department/program faculty so that everyone participating in the setting of faculty recruitment priorities is familiar with the process, principles, and standards. It is online at <http://www.bu.edu/cas/faculty-staff/faculty-staff-handbook/faculty-personnel-matters/faculty-recruitment-and-appointments/>.

Faculty Recruitment: Priority Development Process and Schedule

We will not know how many or exactly which searches we can do until we know what our FY17 budget looks like – with the first indications likely in late summer 2015. Because it takes time to develop priorities properly, we must begin the work now, long before we know the budget parameters. Here are the deadlines in the schedule:

- Starting now: Engage in department- and program-wide discussion and discussion within the Pardee School *and consultation with relevant other departments and programs and the Dean's Office* to develop a preliminary set of search priorities. Discussions should be held both in tenure-granting departments and in interdisciplinary programs with a stake in faculty recruitment. The interdisciplinary programs of the Pardee School should be in discussion with relevant departments with tenure-track lines.
- Thursday, April 23, 2015: Deadline for preliminary search priorities according to the format defined below to the CAS Office of Faculty Actions at azadams@bu.edu. All of the following should submit priorities: departments that hope to do faculty recruitment during 2015/16; the Pardee School; interdisciplinary programs that offer degrees, majors, or minors but do not generate faculty lines to submit.

- Wednesday, April 29, 2015: Dean's Office circulates merged list of departmental and program search priorities to all departments and programs for further discussion within and across departments.
- Monday, May 4, 2015: Discussion of CAS search priorities at the CCD meeting.
- May 2015: Further consideration of search priorities at department and program level.
- Wednesday, May 27, 2015: Final faculty recruitment proposals for searches due to the Office of Faculty Actions at azadams@bu.edu.
- June 2015: The Dean develops the CAS search priority list that will shape the authorizations after the budget is agreed with the Provost.

Principles and Standards for Generating Faculty Recruitment Priorities

Departmental faculty recruitment priorities should result from discussions and agreement among the faculty of the department in the context of phased work toward longer-range goals defined by the BU, CAS, and departments strategic plans as well as by the Academic Program Reviews. Proposals should be shaped by a 3-5 year planning framework that considers department, college, and university needs and the likely opportunities for hiring that might be generated by retirements or other losses. Faculty recruitment proposals *should explicitly take account of*:

- Strategic plans at the department/program level modified by academic program reviews where relevant and strategic plans at the CAS and university levels: A department's strategic plan offers a specific and realistic set of goals that include plans for faculty replacement and modest growth, and refers to targeted areas of strength or coverage for curricular purposes.
- Annual Academic Planning Self-Study: Every department completes an annual updated Academic Planning Self-Study. The instructional needs and obligations identified in this annual exercise must be part of the core of any argument for hiring priorities.

Faculty recruitment proposals will be assessed on a comparative basis for how strong a case they make about the impact the hire will have on the ability of the department and other departments and programs, the College, and the university to carry out their education and research missions at a level appropriate for a major research and teaching institution. Statements about impact must be strengthened with convincing data and information such as courses the new hire will teach, likely enrollments, research programs, and support from other departments and programs.

Departments should consider proposing searches in coordination with other departments as clustered searches in related fields. Departments should also consider proposing searches in an interdisciplinary field in which the home department could be any one of multiple departments. These possibilities may be framed, for example, in terms of research and teaching needs defined by a geographic area of study, a time period, or an interdisciplinary research and teaching area that stretches across departments. Consider coordinating across schools and colleges.

The College of Arts and Sciences has successfully expanded the size of its faculty since 2007, when President Brown committed Boston University to expanding the size of the CAS faculty. We do not know how much, if any, further net growth of CAS will be authorized this year or in any given coming year. Every proposal for hiring must be aimed at the highest priority to support excellent education and research.

Definition and Use of “Replacement Lines”

Recruitment requests must indicate whether the department will have generated any “replacement lines” for the coming academic year. The following is a reminder of the definition and role of replacement lines in recruitment proposals.

“Replacement line” is a summary phrase for a continuing salary allocation that is no longer committed to a particular tenured or tenure-track faculty member whose position was covered by that line.

- Replacement lines technically revert to the Provost. Departments do not “own” lines. The College must seek permission to search on any replacement line. The continuing funding that is represented by a replacement line does not cover the resource needs for a new hire; at a minimum, faculty recruitment requires new one-time funds from the central administration for start-up packages and renovation.
- Replacement lines are resources that must be used for faculty recruitment needs in the College in priority order and in any given unit in priority order. A replacement line is not necessarily used to hire a new faculty member in the same field or even the same department as the faculty member who formerly occupied the line.
- A replacement line is not generated by a faculty departure until the year that the salary money is no longer being used for the former incumbent. If a faculty member is on leave as part of a retirement package and will not be returning to service, that faculty member is still being paid and therefore the line is still occupied even if that person is giving no service to the department or university.
- Except in extraordinary cases, which must be carefully justified, all faculty hiring will be authorized as an “entry position” at the tenure-track assistant professor level. Any request for more advanced rank requires careful justification based on the specific need for research leadership in the identified field.

If you are not sure whether your department has generated any replacement lines that might be used for faculty recruitment during 2015/16, contact the Office of Faculty Actions.

Instructions for Preliminary Search Proposals

This stage of the process requires discussion and deliberation at the departmental and program level. The department as a whole must generate proposals as discussed above, not on a principle of “turn taking” among subfields, especially if that results in the unit delegating the decisions to a particular subfield.

Preliminary search proposals consist of:

1. Title: A brief descriptive phrase to identify the primary field(s) of the position (e.g., microbial biology, Latin American art, philosophy of language, macroeconomics);

2. Description and Justification: A concise but more complete and specific description of the teaching and research needs to be filled by this position. Include reference to the demonstrated teaching or research needs of other departments or programs of the college or of other schools and colleges this position will serve. (Note: the final recruitment proposal will have to document claims about the broader usefulness of the position through endorsement by other chairs/directors) (100 words maximum);
3. Indicate whether this is a replacement or expansion position (if replacement, indicate for whom);
4. If you are submitting multiple proposals, list the rank order of your proposals on each. (e.g. 1. Early History, 2. Future History, 3. Recent History, 4. Forgotten History);
5. Identify the approximate time period for advertising of searches and conference recruitment in your discipline (e.g. “late summer/early fall;” “early spring;” “December-February”);
6. If you are proposing a search as part of a cluster of searches coordinated with other departments, explain and be sure those departments submit documents that reflect these clusters;

At the preliminary proposal stage departments should not submit of all of the formal documents that will be required for final proposals.

Instructions for Interdisciplinary Programs and Centers without Tenure-Track Lines

Programs and centers with teaching obligations that do not have the authority to hire tenure-track faculty are invited to submit *a brief but specific advisory statement* of needs that might be filled through the faculty searches that will take place in 2015/16. Your recommendations should be based on specific curricular and teaching needs or, in the case of research centers, research needs. You should initiate discussions with appropriate departments as soon as possible to determine whether a department might make that need one of its priorities.

cc: Department/Program Chairs and Directors
Department/Program Administrators
CAS Associate Deans
Richard Wright, Assistant Dean/Faculty Actions
Alexandra Adams, Director/Faculty Actions
Nancy Geourntas, Executive Assistant to the Dean
Jeremy Schwab, Director/CAS Communications