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JASMINE ALINDER
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Subject: Forward Funding Model for Partner Hires

Dear Colleagues:

In response to your concerns that partner appointments continue to present unanticipated financial difficulties for your resource planning, I am pleased to formalize a new funding method for this type of recruitment. Under this new structure, partner hires will be accompanied by a flexible level of forward funding to cover the base salary and help alleviate the resource burden created by accommodating the unexpected initial recruitment. The terms governing this resource framework are outlined in the enclosed document.

The procedure for requesting a partner hire will continue to follow the current process governing the waiver of open recruitment for senate faculty recruitments. Although the importance of partner hires is recognized, waivers of open recruitment should continue to be rare and well justified lest equity issues arise.

Sincerely,



Lori G. Kletzer
Campus Provost and Executive Vice Chancellor

Attachment

cc: David Brundage, Academic Senate Chair
Richard Hughey, Vice Provost & Dean, Undergraduate Education
Tracy Larrabee, Chair, Academic Senate Committee on Educational Policy
Herbert Lee, Vice Provost, Academic Affairs
Grace McClintock, Assistant Vice Provost, Academic Personnel Office

Kimberly Register, Director, Planning & Budget
Quentin Williams, Interim Vice Provost & Dean, Graduate Division
Dard Neuman, Chair, Academic Senate Committee on Planning & Budget
Don Smith, Chair, Academic Senate Graduate Council

bc: Cari Bettermann, Executive Assistant, Planning & Budget
Alex Brondarbit, Academic Planning Analyst, Academic Affairs
Leslie Marple, Academic Recruitment Manager, Academic Personnel Office
Oliver Spires, Financial Analyst, Planning & Budget
Assistant Deans
Deans' Assistants
Divisional Academic Personnel Coordinators
Divisional Business Managers
Academic Senate Office
Administrative Records

Forward Funding Model for Partner Hires

The ability of a university to make partner hires helps support the hiring and retention of excellent faculty who contribute to the campus mission. Highly qualified faculty may have a legal partner who is also an academic. For a campus in a large metropolitan area, there may be sufficient other opportunities for a partner to find academic employment. In Santa Cruz, such prospects are limited. Thus, a flexible and functional partner hire policy is essential.

Partner hires are a critical component for supporting the ongoing campus goal pertaining to faculty diversity. Women faculty are more likely to have a partner who is also an academic. Of the ten waivers approved or currently under review in the past three years, six have been for the male partner of a female faculty member we are trying to recruit or retain.

In retention situations, it may be preferable to act before either member of the couple formally goes on to the market. This could be allowable under current policy if the phrase “case involving retention” is interpreted broadly so that an outside offer is not required. When there is an outside offer, faculty think realistically about leaving, and then we need to create a retention package that may involve additional salary and other incentives for the faculty member to stay at UCSC. It can be more cost effective to hire their partner and not need to renegotiate other aspects of their employment. Furthermore, once they have another offer in hand, it greatly increases the probability that they will leave, which is what we are trying to avoid. Note that the partner’s academic qualifications still need to be of a high enough quality that a dean and department would be willing to use an existing faculty FTE, such that they are forgoing an open search. With the multiple levels of review of both the waiver and the appointment, including review by the Academic Senate, we would still only be hiring top quality faculty. We should not require another institution to decide that the faculty is good enough to be hired, we should be able to make that determination ourselves, and thus an outside offer should not be necessary.

Based on feedback from the deans, partner appointments continue to present unanticipated financial difficulties that negatively affect their division’s ability to meet its immediate resource obligations. To address this issue, a forward funding model for partner hires is proposed to alleviate the resource burden created by accommodating the primary department’s recruitment. The terms for the new resource framework are as follows:

- Each successful partner appointment may be accompanied by forward funding from central resources to cover the base salary.¹
- Any salary upgrade and start-up associated with the partner hire will adhere to the standard campus cost-share policies.
- The central funding will be allocated for up to five years for interdivisional hires. This term may be necessary as interdivisional hires have broader financial and planning

¹ The campus will allocate funds at the Assistant Professor III rate (\$73,900 on the 2019-20 scale) or B/E/E Assistant Professor II rate (\$92,400 2019-20 B/E/E scale) depending on the receiving department.

implications across two divisions and the division accommodating the partner may need longer to prepare to meet the resource obligations brought by the unplanned hire. The period of forward funding must be requested and justified by the dean when the partner hire request is made to the administration.

- The central funding will be allocated for up to two years for appointments that occur within the same division. A partner hire within the same division may not need any central assistance, but it is recognized that such hires are often unplanned and the division may not have the resources immediately available. The period of forward funding must be requested and justified by the dean when the partner hire request is made to the administration.
- The division receiving the partner hire must immediately identify a vacant provision for the partner hire to occupy. The dollars associated with the forward funding will be allocated by the Budget Office on an annual recurring basis for the life of the specific forward funding term.

The procedure for requesting a partner hire will continue to follow the current process governing the waiver of open recruitment for senate faculty.² Although the importance of partner hires is recognized, waivers of open recruitment should be rare and well justified lest equity issues arise. The dean's accompanying letter of support for the recruitment should indicate the intention to return an open provision at the end of the forward funding period.

² See <https://apo.ucsc.edu/policy/capm/101.000.html>