CRITERIA FOR TARGET OF EXCELLENCE (TOE) APPOINTMENTS

The Target of Excellence (TOE) program is intended to provide an “opportunistic” mechanism for appointing outstanding scholars who would contribute substantially to the excellence of research and instruction, including those who would enhance campus diversity. A TOE approval carries with it the waiver of normal search procedures; i.e., the department or other organizational unit (e.g. interdepartmental or intercollege/school program) is authorized to target a specific individual for the recruitment.

- A TOE appointment should normally fulfill a role consistent with the department’s/organizational unit’s and Dean’s (or Deans’) academic plan¹.

- A TOE appointee must have, or show great promise of having, a national or international (depending on rank) reputation for an outstanding, independent, ongoing program of creativity/scholarship. This individual should clearly be someone who would rise to the top during a normal faculty recruitment.

- A TOE recruitment can be at any level, but its accomplishment should be considered a real opportunistic coup for the university. i.e. a TOE request should not be considered a mechanism to circumvent regular recruiting practices.

A TARGET OF EXCELLENCE (TOE) REQUEST MUST INCLUDE:

1. Statement from the Department Chair/head of the organizational unit explaining how this TOE fits within the department’s/unit’s academic plan, citing program priority and how the department/unit is currently doing in that particular area. Include clear documentation that this person is truly superior in his/her field and a justification for why it makes sense not to conduct a regular search; identification of a President’s postdoctoral fellow might be an example.

2. The vote of the proposed home department and other organizational unit (if and where appropriate) and an explanation(s) provided for any negative votes.

3. Statement from the Dean/s confirming the area of expertise as a program priority/growth field and how this TOE fits within the department/unit’s and the college's/school's academic plans.¹

PROCEDURES FOR TARGET OF EXCELLENCE (TOE) APPROVAL

Prior to beginning the formal process, the Chair/unit head may explore the possibility informally with the appropriate Dean or Deans (and the Dean/s with the Provost and Executive Vice Chancellor [PEVC]).

STEP 1: (for submission to the Dean/s’ Office/s by Chair):

1. Proposed home department and organizational unit (where appropriate) letter to the Dean/s, including a vote of the faculty concerning pursuit of the opportunity
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2. Curriculum Vitae (CV) of TOE candidate, including publications and other notable accomplishments

STEP 2: (for submission to the Vice Provost for Academic Personnel [VPAP]):
Dean/s attaches letter of support indicating the anticipated source of funding\(^2\) for salary and start-up; then sends the entire package to the Office of the Vice Provost for Academic Personnel for consideration.

STEP 3: (for consideration by the VPAP):
Materials are reviewed by the VPAP, and rapid, informal consultation takes place with the Committee on Academic Personnel (CAP), the PEVC and Chancellor. The Department or organizational unit with whom the request originated, via the Dean/s, is notified by the VPAP of the decision on the TOE request.

STEP 4: (if approved by the VPAP):
The VPAP sends a TOE Approval memo to the Dean/s (copied to the Office of Faculty and Staff Affirmative Action [OFSAA]), which is to be included in the file. Potential appointee’s home department and organizational unit (where appropriate) submits to the Dean/s’ Office the regular appointment package, including a formal faculty vote.

ADDITIONAL NOTES
Early identification of any spousal hiring that may be involved would increase the likelihood of a successful recruitment. In some instances, both individuals might be appropriate TOE candidates.

It is expected that faculty will have had the opportunity to interact with the candidate and to hear a formal seminar and/or a vision seminar or “chalk talk” (according to usual department/unit recruitment practice) at some point prior to the formal vote.

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\(^1\) If this person does not fit within the academic plan (as it is recognized that good plans are constantly evolving), the Dean and Chair/unit head should justify why it is important to deviate from the plan.

\(^2\) The source/s of funding may be variable according to individual circumstance (department hire, program hire, cross-college hire etc.) and may be finalized by a series of negotiations involving unit heads, deans and the PEVC.
Dear all,

On behalf of Vice Provost A. Walker, I am sending the attached Target of Excellence (TOE) guidelines effective March 2, 2015. This document has been also been reviewed by the Academic Senate Office.

For questions or more information, please send an email to apomail@ucr.edu.

Best regards,
Sara
Academic Personnel Office immediately by telephone at (951) 827-5810 or email at academicpersonnel@ucr.edu and permanently delete all copies of this communication and any attachments.

Please consider the environment before printing this e-mail.