

## **UCR TARGET OF EXCELLENCE (TOE) PROGRAM**

Revision Dates (s): January 6, 2017, March, 2015, February 2015

Original Date: January 6, 2006

**This revision clarifies integration with APRecruit processing of the affirmative action waiver**

### **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 including those for affirmative action; 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 plan<sup>1</sup>.
- 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) concerning pursuit of the opportunity 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.<sup>1</sup>

### **PROCEDURES FOR TARGET OF EXCELLENCE (TOE) APPROVAL**

Beginning August 15, 2016, the Search Waiver process, including TOE, is managed through the AP Recruit System, a secure online academic employment recruitment management system, supporting the entire recruitment workflow. For more information on AP Recruit refer to information site at: <http://cnc.ucr.edu/aprecruit/>. A User Guide for AP Recruit Search Waiver is also available at: [http://cnc.ucr.edu/aprecruit/search\\_waiver\\_user\\_guide.pdf](http://cnc.ucr.edu/aprecruit/search_waiver_user_guide.pdf).

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### **STEP 1: (from the Department Chair or equivalent to the Dean or equivalent ):**

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

These supporting documents must be uploaded in AP Recruit when creating the Search Waiver request.

### **STEP 2: (from the Dean or equivalent to the Vice Provost for Academic Personnel [VPAP]):**

- a) Dean/s provides a letter of support indicating the anticipated source of funding<sup>2</sup> for salary and start-up.;

The Dean/s letter of support must be uploaded in AP Recruit to add to the Search Waiver request.

### **STEP 3: (for consideration by the VPAP):**

- a) Materials are reviewed by the VPAP, and rapid, informal consultation takes place with the Committee on Academic Personnel (CAP) and the Provost and Executive Vice Chancellor (PEVC).
- b) The VPAP forwards the TOE submission/Search Waiver by email to (i) CAP via the CAP Analyst and (ii) the PEVC.
- c) If additional clarifying information is requested such information shall be solicited through the VPAP by email.
- d) Upon receipt of a positive recommendation from CAP and the PEVC, the VPAP will inform the Department Chair through the Dean by approval in APRecruit. The Office of Equal Employment and Affirmative Action (EE/AA, formerly Office of Faculty and Staff Affirmative Action) is also notified via AP Recruit's approval workflow.

Steps 3a and 3d are managed via the AP Recruit System's approval workflow. AP Recruit sends automated (system-generated) email notifications to approvers. The department analyst in charge of the recruitment monitors approvals in progress and any comments made.

Steps 3b and 3c are currently managed offline (outside of AP Recruit) with future plans to include this step in the AP Recruit approval workflow.

### **STEP 4: (if approved by the VPAP):**

- a) Potential appointee's home department and organizational unit (where appropriate) submits to the Dean/s' Office the regular appointment package, including letters of recommendation and a formal faculty vote.

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### **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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<sup>1</sup> 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.

<sup>2</sup> The source/s of funding may be variable according to individual circumstance (department hire, program hire, cross-college hire, president’s postdoc etc.) and may be finalized by a series of negotiations involving unit heads, deans and the PEVC.