STRATEGIC HIRING APPROACHES AT ARIZONA

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APLU Annual Meeting
NOVEMBER 14, 2016
HUNDREDS OF FACULTY MEMBERS took part in structured planning processes:

- Retreat format with speaker/breakouts & ongoing advisory council work groups
- Developed tangible, specific plans
- Final reports published online:
  - research.arizona.edu/strategic-planning-sessions
  - uahs.arizona.edu/advisory-councils
NEW HEALTH SCIENCES RESEARCH CENTERS

Arizona Institute for Clinical and Translational Science
Center for Biomedical Informatics & Biostatistics
Center for Elimination of Border Health Disparities
Center for Innovations in Brain Science
Center for Applied Genetics & Genomic Medicine
Center for Disparities in Diabetes, Obesity & Metabolism
Center for Population Science & Discovery

CROSS CUTTING HEALTH AREAS:

Precision Health
Population Health
Health Disparities
Neuroscience
UA study of devastating lung disorders in the critically ill receives $11.4M boost

UA Gets $10.3M grant for Alzheimer’s Disease Research on Women

Dr. Larry Mandarino brings large research portfolio to lead new University Center

$7M NIH grant awarded to the UA College of Medicine - Tucson

UA, Banner Health receive $43M historic funding for landmark Precision Medicine Initiative Cohort Program

UA – Banner join forces to create translational bioinformatics infrastructure

UA Cancer Center Retains Prestigious NCI Comprehensive Status with $17.6M awards

Institute of Medicine Leader in Genomics joins UA Health Sciences Leadership
STRATEGIC OBJECTIVE:

Lead in existing and emerging strengths that align with funding and scholarly opportunities

Process:

• Selected 7 broad areas for hiring
  • Build out *Never Settle* Strategic Plan areas
  • Connect/leverage excellent existing academic programs
  • Augment Existing Health Sciences Hiring Program

• General Parameters & Guidance
  • Increase externally-funded research
  • Deepen existing strengths or connect/add new “adjacencies”
  • Position UA for future

• Faculty teams convened & proposed
  • Supposed to consult with deans, department heads
  • 42 proposals submitted

• Faculty Selection Committee Review/Recommendations with Provost/SVPR selection
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- Seven clusters selected:
  - Technology Enhanced Language Learning
  - Computational Media
  - Space Situational Awareness
  - Earth Dynamics Observatory
  - Ecosystem Genomics
  - Imaging Excellence
  - Big Data (iEarth)
  - Dance Arts Plus

- ~30 new interdisciplinary hires
- Permanent salary funding to Department/College
- 100% start-up funding
- Reserved funds for partner hires
JOSEPH FAR BROOK

- Computational Media cluster
- Digital Artist, recruited from Worcester Polytechnic Institute
- Invented a completely new art medium, lineographs on electronic ink screens
- Screen emits no light and is entirely reflective, mimicking the aesthetic of an ink drawing, except with movement
• Ecosystem Genomics cluster
• Soil scientist, recruited from Stanford
• How soil microbes influence the atmosphere we breathe and survive in
State Commerce Focus Area: Targeted Hires

Strategic Objective:

- Connect University Research with State-defined Industry Sectors
- Leverage other strategic hiring mechanisms and accelerate hiring in targeted areas under new budget model

- Taxpayer funded Technology Research Investment Fund
- Accelerate Growth of Use-inspired Research
  - Improving Health
  - Water, Energy, and Environmental Solutions
  - Space Exploration & Optical Solutions
  - National Security Systems
- Redirected half of funds to targeted hiring program
- ~20 new positions for faculty with established funding
- Faculty committees worked with Deans to identify specific hiring area targets
- 3-year temp salary support (decreasing) to College
- 100% start-up funding
- Reserved funds for partner hires
LESSONS LEARNED

• Well received by faculty
  • Particularly junior faculty with new ideas very involved and engaged
• Some Department Heads, Deans expressed “feeling cut-out”
• More difficult process for units that are not used to interdisciplinary collaboration
• Expected consultation with Deans, Department Heads was uneven
• Faculty had difficulty with administrative processes around hiring
  • variability was a strength
• Systematically convening cluster committees, realized hires to support teaming activities and proposal development
• Impacts to date:
  • Number of R&D proposals up 14%
  • Number of cross college awards up 25%
  • New NIH R&D Awards (total) up 103%
Thank you!