

Dear Colleagues,

We are reaching out to initiate this year's strategic hiring process.

The process will build upon the experience and lessons learned from the pilot, which established the new framework based on a holistic, strategic and all-funds, multi-year budgeting model.

Your continued engagement and thoughtful feedback as well as our self-evaluation of the process has helped identify critical areas of improvement. Our goal for this new cycle is to deliver a transparent and interactive process with a clear and streamlined timeline.

Timeline. We ask you to kindly submit the [Authorization To Recruit \(ATR\) spreadsheets](#) and a presentation based on the provided template and [guidelines](#) by March 25th. In the next two weeks, the Office of the Provost will engage with units to ensure the completeness of the ATRs. We anticipate scheduling your presentations to the Office of the Provost for the first half of April. After your presentations, the Office of the Provost will evaluate the requests, decide on the commitments, and prepare the provostial hiring plan which will be presented to the Senior Budget Executive Team (SBET) in May. The Office of the Provost will interact with deans and unit leaders to refine approvals before and after the SBET step.

Guiding principles. Requests will be evaluated in the context of the unit's vision, its research and/or educational missions and needs, units and University budgetary conditions and existing University-wide initiatives. For each unit, the Office of the Provost will approve requests largely following the unit's specified priority ranking. Exceptions may occur as result of the following possible cases:

- Unjustified clustering of requests for specific departments (e.g., department XYZ requesting multiple high priority TT hires in the same cycle);
- Unintended convergence on specific thematic areas (e.g., multiple units hiring in the same field without coordination);
- Mismatches between collaborative hires across units or units and centers/institutes (e.g., unit X presenting a collaborative hire with unit Y as top priority, while unit Y does not presents the same hire or it gives it as low priority);
- Mismatches between priority rankings and committed hires (e.g., committed and time-sensitive EIP hire ranked as low priority);
- Duplication of central and peripheral services.

The Office of the Provost will engage with deans and unit directors in case of exceptions.

Transparency and communications. The post-mortem survey feedback as well as the Senate Committee CAPRA indicated the need for enhanced transparency in the process. The Office of the Provost is committed to such transparency and openness. Please share in your presentation the number of requests for hiring that you received, the number of those selected, your selection process and your communication plan with chairs and faculty. The Office of the Provost will communicate with the Campus community about the process and provide a summary of the outcome on a newly created website.

Please find the ATR Template and the Hiring Process Guidelines files [here](#). Please read carefully the guidelines as the instructions have changed from last cycle.

We look forward to engaging with you in this process and working together for our university. Please do not hesitate to reach out to us if you have any questions in anticipation of your ATR submission or presentation.