

UCR TARGET OF EXCELLENCE (TOE) PROGRAM

January 8, 2015

CRITERIA FOR TARGET OF EXCELLENCE (TOE) APPOINTMENTS

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

A TOE appointment should normally fulfill a role consistent with the department and dean’s 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 SHOULD INCLUDE:

- Statement from the Department Chair explaining how this TOE fits within the department’s academic plan, citing its program priority and how the department 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;
- The vote of the department and an explanation(s) provided for any negative votes;
- Statement from the Dean confirming the area of expertise as a program priority/growth field and how this TOE fits within the department’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 may explore the possibility informally with the Dean (and the Dean with the PEVC).

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

1. Department letter to the Dean
2. Curriculum Vitae (CV) of TOE candidate, including publications and other notable accomplishments

STEP 2: (for submission to the Vice Provost for Academic Personnel):

Dean attaches letter of support indicating the anticipated source of funding 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 Vice Provost for Academic Personnel): Materials are reviewed by the Vice Provost for Academic Personnel, and rapid, informal consultation with the Committee on Academic Personnel (CAP), the PEVC and Chancellor takes place. The Department, via the Dean, is notified by the Vice Provost for Academic Personnel of the decision on the TOE request.

STEP 4: (if approved by the Vice Provost for Academic Personnel):
The Vice Provost for Academic Personnel sends a TOE Approval memo to the Dean (copied to the Office of Faculty and Staff Affirmative Action), which is to be included in the file. Department submits to the Dean's Office the regular appointment package including a formal faculty vote.

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 should justify why it is important to deviate from the plan.