



Office of the Dean
MSC03 2120
1 University of New Mexico
Albuquerque, NM 87131-0001
(505) 277-3046

To: Chaouki Abdallah, Interim Provost
From: Mark Peceny, Interim Dean, College of Arts and Sciences
Re: Arts and Sciences Hiring Plan for FY 13
Date: 8/15/11

We have a tremendous opportunity to transform this university over the next decade. To begin this transformation, I ask the Provost's office to allocate more than a million dollars over the next three years for faculty hiring in two A&S departments (eight positions in each): (i) Mathematics and Statistics; and (ii) English. This hiring package will ensure that these departments can sustain their status as research-intensive flagship departments with strong graduate programs, while initiating a comprehensive university-wide planning process for fundamentally changing the way we finance, staff, and teach our essential core curriculum courses in pre-calculus Math and English composition. We must change the way we deliver the general education core curriculum if we want to thrive in the context of a new state funding formula that will reward course completion and university graduates rather than enrollment.

From its own resources, the College plans to search to fill 33 tenure track positions and 9 lecturer positions in the year to come. Many of these positions will be funded with one-time money, with substantial bridge funding from the BA/MD program and other sources. The *financial linchpin* for this hiring plan and the College's strategic plan for increasing the number of tenure track faculty over the next decade is Extended University and a revenue-sharing model that better links resources to activities. Today, the College retains \$671,894 of the funds earned by the College through Extended University last year. The College will invest every penny of this EU revenue in new tenure track lines and continue to invest EU resources in tenure-track faculty, lecturers, and GAships moving forward.

Strengthening Mathematics and Statistics and English with the Provost's Resources

"Excellence in research and graduate education must be distinctive missions of any flagship public university. We cannot sacrifice the needs of undergraduate majors and graduate students, or the research excellence we expect at the University of New Mexico to the vital service mission Mathematics and Statistics performs for undergraduates from across the university. This memo reaffirms commitments...designed to begin to ensure that the department can perform well both its undergraduate service mission and the distinctive missions of any core department of a research-intensive flagship university."

This statement at the beginning of our July 19, 2011 joint memo to Terry Loring, the new Chair of Mathematics and Statistics, captures some of the central challenges we face at UNM. As the state funding formula begins to reward outputs rather than inputs (course completion and graduates rather than 21 day census counts), we must address the crisis in pre-calculus math courses at UNM, where only half of the students who take these courses receive a grade of C or above. We cannot invest the resources necessary to solve this problem at the expense of the research excellence of the tenure track faculty in the department.

Summary of Hiring Plan Requests from Provost's Resources				
Department	Position	Rank	Fiscal Year	Maximum Salary
Mathematics and Statistics	Statistics	Professor	FY 13	100,000
Mathematics and Statistics	Statistics	Asst. or Assoc. Prof.	FY 13	90,000
Mathematics and Statistics	Pure Mathematics	Asst. Prof.	FY 13	74,000
Mathematics and Statistics	Vassilev	Asst. Prof.	FY 13	74,000
Mathematics and Statistics	Applied Mathematics	Asst. Prof.	FY 14	74,000
Mathematics and Statistics	TBD	Asst. Prof.	FY 14	74,000
Mathematics and Statistics	TBD	Asst. Prof.	FY 15	74,000
Mathematics and Statistics	TBD	Asst. Prof.	FY 15	74,000
English	Tapahonso- Target Search	Professor	FY 13	100,000
English	Old English/Medieval	Assistant/Associate	FY 13	70,000
English	Writing Program Administration	Associate	FY 13	80,000
English	Technical/Prof. Writing	Assistant	FY 13	59,000
English	TBD	Assistant	FY 14	59,000
English	TBD	Assistant	FY 14	59,000
English	TBD	Assistant	FY 15	59,000
English	TBD	Assistant	FY 15	59,000
Physics	Optics- Theorist	Assistant	FY 13	72,500
Physics	Optics- Experimentalist	Assistant	FY 14	72,500
		Total		1,324,000

My request for resources from the Regents' allocations for new hiring recapitulates the commitment to four new hires in Mathematics and Statistics and the transition of Janet Vassilev from a lecturer position to a tenure-track line included in our July 19, 2011 joint memo. This request adds three tenure-track searches for Assistant Professors, one in FY 14 and two in FY 15. Two searches in Statistics would be approved for FY 13, one for a senior hire and the other at open rank. We also promised a junior level search in Pure Math and the transition of Janet Vassilev from lecturer status to a tenure-track position in FY 13 and agreed to support a search for a new Assistant Professor in Applied Mathematics in FY 14. Statistics, Pure Mathematics and Applied Mathematics will all need at least one additional faculty member over the next three years, but the sequencing of these searches will be determined by considerations like whether the counter-offer we will soon present to Associate Professor of Statistics Gabriel Huerta will

succeed in bringing him back to UNM after his leave without pay. Eight new hires over the next three years is the minimum necessary for Mathematics and Statistics to have the faculty resources to ensure its ability to continue to serve the distinctive missions of any core department of a research-intensive flagship university.

The English Department suffers from a similar dilemma. It lost eight faculty members to retirement in 2011. The Rhetoric and Writing group, which has played a tremendously important role in the success of our English composition program, has been decimated, with 2.5 tenured faculty members remaining to do the work that not long ago was performed by 8.5. Faced with this catastrophic loss, the English Department submitted two hiring plan documents to Dean Brenda Claiborne in May. The first asked for authorization to hire five faculty members in the fields of English and American literature and creative writing. The second illuminated the emerging crisis in the core writing program and pointedly stated that,

“Given, these realities, it is not overly dramatic to assert that the English Department can no longer carry this burden, and it cannot ensure the success of students in writing classes if the University does not take responsibility for providing resources and faculty to ensure the quality education of students in writing courses. Nor will the department give up its own academic mission (for majors, minors, and graduate students) in order to supply the service needs of the University in terms of writing instruction. We will not request hires for RW, when we have desperate needs in our academic areas of American and British/Irish literature, Medieval Studies, and Creative Writing and when all departments and colleges across the university depend so heavily upon our writing courses to fulfill Core Writing and Core Curriculum requirements.”

Just as in Mathematics and Statistics, we cannot address the looming crisis in English composition at the expense of the excellence in research and creative endeavors that we should expect of an English department at a flagship university. I ask your office to provide funding over a three-year period for all eight faculty lines lost by the department in 2011. Four of these lines would go to rebuild faculty strength in the rhetoric and writing group that has provided the foundation for UNM’s core writing curriculum. The other four would go to serve departmental needs in areas other than rhetoric and writing. I ask that four positions be filled in FY 13, and two each in FY 14 and FY 15. For FY 13, the department’s top priority is to hire an advanced Assistant or Associate Professor in the field of Medieval Studies, Old English Language, Literature, and Culture. This position would try to fill the void left by the irreplaceable Helen D’Amico, who retired this year, and to sustain the College’s cross-departmental strength in Medieval Studies. A second initiative (the third priority identified by the department) would seek to hire Navajo poet Luci Tapahonso in a targeted alternative faculty appointment process. The third hire for FY 13 would be at the Associate Professor level for an expert in Writing Program Administration. The fourth would authorize an Assistant level search for a scholar of technical and professional writing. UNM’s English department has nationally recognized experts in writing program administration and writing across the curriculum models for core curriculum writing programs. Therefore, hiring in rhetoric and writing simultaneously strengthens our university-wide undergraduate core curriculum and research excellence and graduate education in English. The precise mix and timing of the hires in FY 14 and FY 15 will be determined through future deliberations.

The Provost's office has just over \$1,000,000 to distribute across the university and I am asking for a sum greater than this for two Arts and Sciences departments. This request, of course, is built upon the hope that if we provide the Regents a sufficiently compelling long-range strategic plan for advancing our academic mission, they will set aside at least \$2,000,000 annually for hiring new faculty. The requests included here for FY 14 and FY 15 must be contingent, to some degree, on the Regents' commitment to provide sizable annual allocations for new faculty hiring. If we present a multi-year strategic plan, I am confident this will give the Regents greater confidence that the resources they make available to us will be invested wisely.

Beyond this, it is appropriate to ask for a majority of the common resources for new faculty hiring because the pre-calculus math and core writing programs serve the collective good of the university and the success of the departments that manage these programs is essential to the success of the entire university. This is especially true at a time when the failure of large numbers of students to pass Math 121 or English 101 could lead us to be punished severely by the new state funding formula.

Comprehensive Reform in the Delivery of our Core Curriculum

I also want this request to initiate a university-wide conversation about how we manage and fund our core general education programs. The Provost should fund all of these positions for Math and English with the collective resources provided by the Regents for new faculty hiring *if and only if* these two departments continue to have principal responsibility for the management of our core general education programs in these fields. To use English composition as an example, if we decide as a university that a reconstituted University College should have direct control over English composition general education courses, the faculty hiring in rhetoric and writing proposed here should go to the new University College. If we decide that English composition should be a shared responsibility between the College of Education (COE) and the English Department in A&S, some of these hires should be given to the COE or shared in joint appointments between the two colleges. Indeed, if English and the COE formally share the responsibility moving forward, the proposed joint hire between COE and English in English as a second language could be considered one of the eight hires I have requested for the department. If we fully embrace a "writing across the curriculum" model, it is possible to imagine one of these hires going to a faculty position in Engineering to teach technical writing for engineers. If a separate unit within Arts and Sciences takes responsibility for managing these core curriculum courses, some of the hires should go to that unit. The resources should go to whichever units are addressing the core problems we face in these areas. The Mathematics and Statistics and English departments will continue to play central roles in any proposed model, but if the responsibility for solving these problems is shared among units, then these two departments shouldn't get all the common pool resources allocated by your office.

Our investment in new tenure-track faculty will not be sufficient if we do not take a comprehensive approach to the transformation of our general education curriculum. To take math as an example, A&S does not now require students entering the College to have completed their core curriculum requirements in math before entering the College. It also adds "group requirements" that can force students from non-technical fields throughout the College to take

additional math courses beyond those required in the university-wide core curriculum. Some of the students failing Math 121 are sixth year seniors in an A&S department taking this course to fulfill core curriculum or group requirements seven or eight years removed from their last math course in high school. We need a comprehensive review of our curriculum as it connects to these core general education courses.

We also need to invest more resources in the non-tenure-track faculty who are delivering these core general education courses. Too many of these critical courses are being taught by part-time instructors earning \$3,000 to \$4,000 per section. The Provost's office has promised the College approximately \$1,500,000 over three years to address the structural budget deficit in part-time instruction. I propose that one of these \$500,000 allocations be used in its entirety to hire lecturers to teach pre-calculus math and English composition. We need to reward our best part-time instructors with steady teaching positions that come with a living wage, benefits and professional status. We need to supplement these local instructors with lecturers trained in the latest pedagogical methods selected in national searches. Another reason to hire lecturers to teach these courses is to *hard line* the instructional costs of providing this instruction into the budget rather than place A&S in the position of having no clear idea how it will fund essential courses each semester. Moving forward, we may have to consider implementing course fees for core curriculum courses in math and English to ensure that the resources to handle increasing enrollment will always be available to pay our instructors. If the Mathematics & Statistics and English departments continue to play the central role in delivering this curriculum these departments should receive these resources. If the responsibility for these programs is shared with other units, these other units should receive their fair share of these positions. Again, the guiding principle should be to better link resources with activities.

With changes in the state funding formula it is imperative that we begin a comprehensive reform of the provision and management of the general education courses in Math and English. The purpose of this request is to ensure that the two core departments who oversee this curriculum are provided the faculty resources to ensure that they do not lose their status as research-intensive flagship departments as we engage in this comprehensive reform process. For English, it also calls for tenure track hires to bring faculty who will play a central role in shaping our writing curriculum.

Strengthening the Study of Optics with the Provost's Resources

There are two additional requests from the College for the Provost's resources for new faculty hiring. Professor Jean-Claude Diels, a distinguished member of the Optics faculty in Physics, has requested a transfer to the Department of Electrical and Computer Engineering (ECE). Physics wishes to ensure that it can replace Professor Diels and ECE understandably would prefer not to provide the resources to compensate Physics for the loss of one of its core faculty members. The common pool resources in the Provost's office provide an opportunity for strengthening both departments and enhancing an existing cross-college area of excellence and fruitful interdisciplinary collaboration. If Professor Diels is welcomed into the ECE faculty, I ask that you allocate resources to fund two junior faculty positions in Physics, both in the field of Optics. In FY 13, Physics would search for a theorist in that area of expertise and in FY 14 for an experimentalist in Optics.

A New Strategy for Increasing the Number of Tenure Track Faculty in the College

UNM will increase the size of its tenure track faculty by at least 200 positions over the next decade. We will not achieve this goal unless the Regents appropriate roughly \$2,000,000 annually for new faculty hiring over the next decade to support the strategic academic plan being developed under your direction. This will not be sufficient to reach the goal of 200 new tenure track faculty if A&S cannot use its own resources to hire at least one new tenure track faculty member for every one that retires or resigns. Ideally, the College should find a way to hire more than one faculty member for each one who leaves the ranks of the tenured faculty.

Our hiring plan for FY 13 achieves this objective in the first year of this ten-year plan. In June, Dean Claiborne submitted a hiring plan from College resources that included 8 positions. In July, I announced my intent to double this to 16 positions. This plan authorizes searches for 33 tenure track and 9 lecturer positions in the coming year with College resources.

Despite this dramatic increase in projected hiring, this hiring plan might only represent a net increase of two tenure track faculty members beyond retirements and resignations. Twenty-one of our colleagues retired or resigned in FY 11 or have signed agreements to retire in January 2012. Ten of the positions in this hiring plan will use bridge funds from the BA/MD program, Africana Studies and/or the Office of Equity and Inclusion and therefore will reduce our ability to hire in the future as these positions transition from bridge funding to the College budget in one to three years. All eight BA/MD-funded tenure-track positions will be transferred to the College budget in FY 14. This will significantly reduce the amount of hiring we will be able to do for FY 14 with College resources. We are, in essence, already allocating the majority of the resources that will be freed up through retirements and resignations in FY 14.

Even this net increase of two positions depends on a one-time change in how the College treats its non-recurring revenue streams. As Kate Moore's July 1, 2011 memo about A&S's Recurring/Non-recurring budget suggests, "The ebbs and flows of financial resources are the same for all academic units—each School/College begins with their base budget and they have one time funds that become available to them during the year through the following sources: faculty retirements, leave without pay, faculty buy-out, sabbaticals, staff/faculty salary savings, EU revenue sharing. Outside of EU Revenue Sharing A&S should be able to produce historic saving levels for each of the areas mentioned above....As an average annual funding level is established the College can begin to view these funds as **recurring**. It would not be prudent, given the fluctuation in each funding stream to view 100% of these funds as recurring, a decision needs to be made regarding the right proportion to leverage—in my opinion it should be at least 50% of the five year historical average."

Summary of Hiring Plan for Tenure Track Positions from College Resources				
Department	Position	Rank	Fiscal Year	Maximum Salary
Africana Studies/English	Literature	Visiting Asst. Prof.	FY 12	50,000
African American Targeted Hire	TBD	Asst. Prof.	FY 13	65,000
American Studies	Popular Culture	Asst. Prof.	FY 13	58,000
Anthropology	Archaeology	Asst. Prof.	FY 13	75,000
Biology	Ecology	Full Prof.	FY 13	120,000
Biology	Ecology	Open Rank	FY 13	120,000
Biology	Cell/Biomedical-BA/MD	Asst. Prof.	FY 13	60,000
Chemistry	Open Subfield	Asst. Prof.	FY 13	70,000
C&J	Strategic Communication	Asst. Prof.	FY 13	62,000
C&J	Inter-Cultural	Asst. Prof.	FY 13	57,500
C&J	Culture/Health BA/MD	Asst. Prof.	FY 13	57,500
EPS	Petrologic	Asst. Prof.	FY 13	65,000
Economics	Environment & Nat. Res.	Asst. Prof.	FY 13	90,000
Economics	Health- BA/MD	Asst. Prof.	FY 13	90,000
FLL	Chinese	Asst. Prof.	FY 13	57,500
FLL	Arabic	Asst. Prof.	FY 13	57,500
FLL	Classics Rome	Asst. Prof.	FY 13	57,500
Geography	GIS	Asst. Prof.	FY 13	57,500
History	Medicine BA/MD	Asst. Prof.	FY 13	65,000
History	Science and Technology	Asst. Prof.	FY 13	65,000
Linguistics/Spanish&Port.	Spanish Linguistics	Asst. Prof.	FY 13	70,000
Museum Studies	Open Discipline	Asst. Prof.	FY 13	65,000
Philosophy	East Asia	Asst. Prof.	FY 13	55,000
Philosophy	Political- BA/MD	Asst. Prof.	FY 13	55,000
Physics	Quantum Information	Asst. Prof.	FY 13	72,500
Political Science	Htun Targeted Hire	Assoc. Prof.	FY 12	45,000
Political Science	Comparative	Asst. Prof.	FY 13	66,000
Psychology	Health- BA/MD	Asst. Prof.	FY 13	72,000
Sociology	Comparative/Lat. Am.	Asst. Prof.	FY 13	66,000
Sociology	Medical Soc.- BA/MD	Open	FY 13	90,000
Sociology	Medical Soc.- BA/MD	Asst. Prof.	FY 13	66,000
Spanish and Portuguese	Southwest Studies	Open	FY 13	80,000
Spanish and Portuguese	Portuguese/LAII	Asst. Prof.	FY 12	54,000
		Total		2,248,000

Summary of Hiring Plan for Lecturer Positions from College Resources				
Department	Position	Rank	Fiscal Year	Maximum Salary
Chemistry	Analytical	Lecturer III	FY 12	52,000
Chemistry	General- BA/MD	Lecturer III	FY 12	52,000
Chemistry	Organic- BA/MD	Lecturer III	FY 12	52,000
C&J	Multimedia	Lecturer II	FY 12	40,000
C&J	Mediation	Lecturer III	FY 12	32,000
Economics	Principles- BA/MD	Lecturer III	FY 12	60,000
Economics	Principles and EU	Lecturer III	FY 12	50,000
FLL	Chinese	Lecturer II or III	FY 12	45,000
FLL	Japanese	Lecturer II	FY 12	42,000
Physics	General- BA/MD	Lecturer III	FY 12	60,000
Speech and Hearing	Clinical Supervisor	Lecturer II or III	FY 12	58,000
		Total		546,000

During the past four years, the College has typically run in excess of \$1 million in non-recurring balances, excluding EU revenue. This hiring plan adopts Kate’s advice and treats half of these funds as recurring and invests \$508,439 in the FY 13 hiring plan as recurring resources to support tenure-track positions moving forward. Of course, this strategy cannot be repeated in the future. Thus, this hiring plan gets to 33 new hires with roughly 8 positions added in a one-time reallocation of non-recurring balances and 10 added with one-time bridge funding.

Moving forward, we will, of course rely on money freed up in our Instructional and General funds by retirements and resignations. In this year’s hiring plan, \$413,167 of the cost of the planned hiring will be covered by a surplus in the College’s I&G accounts. Only about 6 of the planned hires would be covered by these funds.

The Extended University Model as the Financial Linchpin for Strengthening the Ranks of Tenure-Track Faculty

The *financial linchpin* for this hiring plan and the College’s strategic plan for increasing the number of tenure-track faculty over the next decade is Extended University, and a revenue-sharing model that better links resources to activities. Today, the College retains \$671,894 of the funds earned by the College through Extended University last year. That entire amount will be invested in hiring new faculty for FY 13, adding about 9 positions to the hiring plan.

This is a risky strategy for a variety of reasons. Faculty are reluctant to embrace on-line education because they fear it is yet another step toward replacing tenure-track faculty at UNM with contingent faculty. If on-line education replaces tenure-track faculty positions, no faculty member should ever support it. Central administrators at UNM may be wary about embracing it because the existing funding model for on-line education bypasses central administration and

provides tuition dollars directly to the units that generate those dollars. If the revenue allocated through this procedure is not invested wisely, no central administrator should support it.

Investing EU money in tenure-track faculty addresses both sets of concerns. If faculty realize that EU is not a replacement for tenure-track faculty, but a central engine of growth in the ranks of the tenure track faculty, they are more likely to accept it as an important part of our teaching mission. If central administrators realize we are investing our EU revenue in tenure-track positions, they are less likely to challenge the financial model that makes this investment possible. We anticipate generating between \$800,000 and \$900,000 in EU revenue in the College this year, which could provide at least another \$125,000 for investment in faculty positions for FY 14. If the funds made available by retirements and resignations are insufficient to replace each departing faculty member with a new hire, this added increment of EU revenue could fund two additional tenure-track positions in the College. Once EU money is used to ensure that we at least replace each retiring member of the tenured faculty with a new tenure-track faculty member, we will also look to invest these funds in new GA and lecturer positions.

The EU funding may not be enough to ensure that we can accomplish this goal. Similar incentive models should be developed for the summer session, Rio Rancho campus, perhaps even Continuing Education where appropriate. The Evening Weekend Degree Program could also be incentivized, though my preference would be to dismantle the program, with the resources going to the participating units to be used to pay for new lecturer lines. The key thing is that we create as many opportunities as possible for departments to engage in activities that generate new resources for the university, which we then invest in new faculty.

The extended university funding model can only increase the number of tenure-track faculty over time as well as the number of GA's and lecturers if we expand our on-line course offerings and enrollment. To that end, we are hiring a new staff member in the College office who can assist departments in managing their on-line offerings. We will also ask extended university for increased funds to provide a SAC for an EU liaison in each department. For this overall funding model to work, we need to remove more than one class taught by a part time instructor for every new on-line course we add to the curriculum. Over the next ten years, in addition to increasing the size of our tenure track faculty, our goal is to provide our best part-time instructors the increased pay, job security, benefits, and professional respect afforded by lectureships while trying to move our graduate students who teach on the part time instructor budget to GAships, which come with tuition coverage and health insurance and the kind of faculty mentorship that ensures that teaching is part of their professional training. It will take a decade to reduce part-time instruction to its original mission, replacing faculty members on leave without pay, administrative duties, or on course buyouts. We will start moving in that direction this year. The bottom line is that on-line education through Extended University will only serve the interests of our students if we do it well and if it is used to replace part-time instruction, not tenure-track faculty.

One consequence of using the College's EU revenue to pay faculty salaries is that departments may need to institutionalize the measures taken during the budget crisis of funding faculty travel, operating expenses, and special projects from their portion of the EU revenue stream. I would insist that departments use part of their EU revenue stream to provide some compensation for

assessment coordinators because without serious assessment, we won't be able to improve instruction in ways that ensure that UNM will benefit from the new state funding formula rather than be punished for poor student outcomes. Over time, true part-time instruction should come from departments' share of EU revenue while the College invests its portion of EU revenue in permanent faculty positions. Ten years from now, my hope is that the only part time instruction money that would come from the College would be to compensate departments for faculty members who have course releases because they are engaged in service in the College.

We will work closely with the departments who are receiving lectureships this year to experiment with the new funding model to see if a combination of on-line instruction and lectureships can significantly reduce the use of part-time instruction. We will, for example, engage in a pilot project with the Department of Economics, a department thus far reluctant to embrace either lecturers or on-line instruction. The College is authorizing the department to search for two lecturer positions, one with bridge funding from the BA/MD program to hire a Health Economist and a second who would serve as the department's EU coordinator and teach a heavy load of on-line courses as part of his or her standard teaching responsibilities. In return, the department would agree to significantly and permanently reduce its use of College-funded part time instruction. In return for its participation in this pilot program, the College would promise to authorize the department to hire two new tenure track faculty members this year, and one each in FY 14 and FY 15.

In this plan, the College is committing to spending \$546,000 on lecturer lines, beginning in many cases in FY 12. Our hope is that we can reduce expenditures on part-time instruction sufficiently through the replacement of pti-taught sections with EU sections and sections taught by lecturers to recoup a significant portion of this investment in lecturers. The bridge funding from the BA/MD program gives us the flexibility to assess how close we can come to the break-even point.

Developing a Strategic Academic Plan for the College

Maximizing the use of EU revenue, when combined with an annual appropriation for hiring new faculty by the Regents, provides a business model for increasing the size of the tenure-track faculty over the next decade. It does not provide an academic strategic plan for how the College should allocate those faculty resources. That planning process for FY 14 hiring will begin at the Arts and Sciences chairs and directors retreat on August 17 and feed into the broader university-wide academic strategic planning process initiated by your office.

In recent years, the College and Provost's office have often emphasized student credit hour maximization as a central criteria for determining which departments and which criteria to emphasize in the hiring plan. Ensuring that our students have access to the courses they need continues to be a very important consideration. This hiring plan, however, will emphasize how each proposed hire fits with departments' strategic plans for enhancing national research excellence, the needs of their graduate programs and curricular needs of their majors.

This plan also recognizes that every department in the College needs more faculty members. Each department has identified its priorities through strategic planning processes and in most

cases this hiring plan tries to meet the principal needs expressed by departments. Therefore, this plan provides at least a lecturer to each department with tenure-track faculty. Beyond that, it authorizes searches that cluster around two themes.

Investing BA/MD Resources to Strengthen Health-Related Research and Teaching

The BA/MD program is designed to help address the physician shortage in New Mexico by assembling a class of diverse students from throughout the state who are committed to serving New Mexico communities. Students first earn a B.A. in A&S in a curriculum specifically designed to prepare them for medical school. Upon successfully completing the undergraduate academic and eligibility requirements of the program, students then enter the School of Medicine to complete their M.D. degree.

Today, that program has in excess of \$1,000,000 in balances that we plan to use for bridge funding to hire eight new tenure-track faculty members and three new Lecturers, while supporting two lecturers already working at UNM. From the beginning, the BA/MD program was designed to provide innovative curriculum not only for students in the program, but also for the entire university student community. The proposed tenure-track hires in Communication and Journalism, Philosophy, Economics, and Medical Sociology, and the lecturer hire in Economics will seed each department with two faculty members connected to the BA/MD program. Each year, one would teach a core HMHV course for the students in the BA/MD program, while the other would teach a version of the course for the broader student population. The tenure-track hire in Biology, combined with support for lecturers in Chemistry and Physics would concentrate on delivering versions of core pre-medical science courses that would meet the needs of BA/MD students.

For most of these positions, the BA/MD program would provide full funding in FY 13 and then 0.25 funding for its core faculty moving forward, while the College would pick up 0.75 of the cost of funding these positions in FY 14 and beyond. In addition to providing bridge funding for instructors in these critical areas, the program will also provide bridge funding for new tenure-track faculty in the History of Medicine and Health Psychology, which the College will pay for in their entirety in its FY 14 budget and beyond.

This will not be the last step in making health-related research and teaching a central area of distinction in the College. I plan to take the package of health-related hires we will make in FY 13 and present them to the national Robert Wood Johnson Foundation as evidence of the College's long-term commitment to research and teaching in this area. I then plan to encourage the national foundation to make a major new contribution to the endowed fund for faculty hiring at UNM by offering a university match of that contribution in a way that would allow the departments of Economics, Political Science and Sociology to search for additional senior scholars in health policy in FY 14. These new faculty resources would make it possible to move forward on the Masters in Public Policy program proposed a year ago. Because the BA/MD related hires will limit the hiring the College can do with its own resources in FY 14, I will package these three searches as a strategic initiative for the Provost to consider in the FY 14 allocation of Regents' funding for new faculty hiring.

This investment of the surplus from the BA/MD program, therefore, would fund eight tenure-track hires and support four lecturer lines. Bridge funding from the program would give us time to work with departments engaged in pilot projects to begin the transformation of our instructional staff away from part-time instruction and toward EU and lecturers. Most importantly it would establish health-related research as a central area of excellence in the College and transform the way we train all of our pre-medical students in the College, not just the students in the BA/MD program.

Strengthening Latin American Studies and Broadening Our Internationally Oriented Curriculum

The study of Latin America has been and will continue to be a central area of excellence in research and graduate education at UNM. A group of positions in this hiring plan would reinforce this area of excellence. The College has already taken responsibility for the salary of Jeremy Lehn in the department of Spanish & Portuguese as part of its commitment to UNM's grant application to become a Portuguese language flagship university. The College will also fund an additional tenure-track position in Spanish & Portuguese and a joint appointment in Spanish linguistics shared between Spanish & Portuguese and Linguistics. Political Science will be authorized to initiate a "sole source" alternative hiring procedure for Dr. Mala Htun, one of the nation's top scholars on gender and politics in Latin America and the world. Sociology will be authorized to search for a scholar of the comparative sociology of Latin America. In a position not included on the summary tables above, Anthropology will be searching once again for an Ethnologist studying Latin America with money made available by the Provost in FY 12.

These Latin America-related searches also serve to broaden the opportunities our undergraduates have to learn about the world. To reinforce this dimension of the hiring plan, Political Science will also be authorized to search for a junior scholar in comparative politics, whose research will probably focus on some area of the world other than Latin America. Philosophy will be authorized to search for a scholar of East Asian Philosophy. The search for a scholar of intercultural communication in Communication and Journalism could also reinforce this international initiative. The core of the broader international initiative in the College, however, will focus on building strength in critical Asian languages in the Department of Foreign Languages and Literature. Natasha Kolchevska, recently chair of FLL and now the Associate Provost for International Initiatives, has proposed a model in which FLL would have one faculty member in a tenure-track position and another in a lecturer appointment in the fields of Japanese, Chinese, and Arabic. This hiring plan seeks to implement this plan as swiftly as possible by shifting an existing part-time instructor into a lecturer position in Japanese and allowing the department to search for tenure-track scholars in Chinese and Arabic and a lecturer in Chinese. If the faculty member presently serving as a lecturer in Arabic were to be selected for the tenure-track position, FLL would be authorized to search for a lecturer in Arabic in FY 14. Because these hires in Asian languages by-pass the department's most critical need, we will also authorize the department to search for a scholar of Classics, with a research emphasis on Ancient Rome. This set of faculty hires would help provide research and curricular support for your efforts to internationalize UNM by bringing more international students to our campus and sending more of our students on study abroad experiences.

African American Faculty Hiring Initiative

Finally, the College is developing a comprehensive response to the African American Climate Report commissioned by President Schmidly and delivered in May 2011. This report strongly emphasized the need to evaluate whether existing faculty in Africana Studies might be eligible for tenure-track positions at UNM. There are six faculty members who hold permanent or visiting lecturer positions in Africana Studies. I have worked closely with Alfred Mathewson, the Interim Director of Africana Studies, and Gail Houston, the Chair of the English department in developing a potential path to a tenure-track position for one of those faculty members, Dr. Belinda Wallace. The College would offer her a three-year appointment as a Visiting Assistant Professor, with a 2-2 teaching load and a joint appointment in English and Africana Studies. The English Department and the Africana Studies Program will provide a joint mentorship arrangement under which the English department would assign a mentor to work closely with her and provide annual evaluations of her progress, with an eye toward assessing whether she should be transitioned to a tenure-track position. The Director of the Africana Studies Program will also provide mentorship and will coordinate with the English department. If the English department recommends, and the Director of the Africana Studies Program agrees, that a tenure-track appointment is warranted, the College will create a position for Dr. Wallace, with a tenure home in English and a joint appointment with Africana Studies. This appointment will have no impact on the department's authorization to hire for other positions at this time or in the future. Most of the other lecturers in the program have research interests and terminal degrees for which other colleges at UNM would provide better homes. The College intends to enter into conversations with other colleges as to whether this template might work for the other faculty members working in Africana Studies.

The African American Climate report also noted the extreme under-representation of tenure-track or tenured African American faculty at UNM. The situation is especially problematic in the College of Arts and Sciences, which has only five tenured or tenure-track African Americans in the entire College. To begin to rectify this shortage of African American faculty in the College, I plan to set aside one of the tenure-track slots in the College hiring plan for a College-wide process to hire one African American faculty member through an alternative faculty appointment procedure for under-representation and/or established placement goals. I will offer each department the opportunity to nominate the top African American candidate in the pool for their authorized searches and set up a College-wide committee to identify and recommend the top African American candidate in the College among the nominees. I would assemble a College-wide committee to recommend the top candidate among the nominees and offer the relevant department an opportunity to hire two candidates for their advertised position. The additional hiring opportunity will have no impact on the department's authorization to hire for other positions at this time or in the future. If African American candidates are identified as the top candidates for departments' searches, I would instruct the committee to give those candidates special attention and if a department's top candidate were selected as the top candidate in the College, I would offer the relevant department an opportunity to hire that candidate and a second non-African American candidate (or a second African American candidate if they are 1-2 in the

department's rankings). If the selected candidate could serve the instructional needs of the Africana Studies program, I would ask for bridge funds from Africana Studies' faculty initiative. If we hire a mathematician, chemist, or some other faculty member in a field not directly related to Africana Studies, I would ask the Office of Equity and Inclusion for bridge funds.

The College of Arts and Sciences has a special responsibility for addressing the dearth of African American faculty at UNM because faculty from this group are severely underrepresented in the College and because Africana Studies is housed in Arts and Sciences. As a university, however, we should not waste this opportunity to expand the number of faculty members from all underrepresented groups. I, therefore, recommend that the Provost set aside a substantial portion of the money the Regents have made available in FY 12 for faculty that will be hired this year but begin their service at UNM in FY 13, for bridge funding to make possible additional hires of faculty from underrepresented groups in a university-wide process.

Conclusion

This is an ambitious plan, but one whose promises for FY 13 can all be fulfilled with resources available today or which have been promised for the year to come. Whether the FY 13 hiring plan becomes a first step in a ten-year effort to grow the tenure-track faculty by 200 positions and transform the way we allocate teaching positions in the College depends on several important considerations. First, the Regents must agree to approve approximately \$2,000,000 per year for new faculty hiring for the next decade. Second, the College must use its own resources to replace every retiring or resigning faculty member with a new tenure-track hire. Third, the administration must fulfill its promise to deliver the second and third installments of the \$1.5 commitment to address the unfunded mandate in core general education courses. Fourth, faculty and departments must embrace the opportunities provided by extended university to generate new resources for tenure-track hiring. Finally, the administration must then allow us to take full advantage of the existing incentive model for EU and expand that incentive structure to cover other opportunities like the summer schedule. If we can do these things, we can transform the University of New Mexico.

Appendix

Nearly all of the positions included in this hiring plan were a part of the formal departmental requests or became clear in my individual conversations with chairs over the past few weeks. Some positions included in the plan that spoke to the international and health initiatives were lower priorities for departments than other positions identified in their plans. Because we began our reconstruction of the College hiring plan in mid-July when many faculty members were away from campus, many of the details of this plan have not been fully considered by department faculty. Other elements may need to be revised after further consultation with other units at UNM. We have yet to fully brief Chancellor Roth on the BA/MD initiative or the Office of Equal Opportunity about the African American hiring initiative.

Allow me to briefly discuss each department in alphabetical order:

American Studies: American Studies has developed one of the top programs in the country according to NRC rankings and has been tremendously innovative in pursuing joint hires with a variety of other programs in the College. It has earned the right to a stand-alone search process for its top priority. The department has identified American Popular Culture as its primary need and will be authorized to search for a junior faculty member in that field.

Anthropology: Michael Graves has a written commitment from Dean Claiborne that his department be authorized to search for an Assistant Professor in Archaeology, and for two other positions in the near future. This is a department that has suffered a significant decline in tenure-track faculty in the not too distant past and yet has been able to develop a sound strategy for rebuilding and maintaining a tradition of national excellence, as recently noted in NRC rankings. Anthropology will also be authorized to search once again for an Assistant Professor of Latin American Ethnology to repeat an unsuccessful search funded by the Provost's Office in FY 12.

Biology: Biology received a commitment from Dean Claiborne that it be authorized to search for two scholars of Ecology, one senior position and one at open rank. These searches will replace Distinguished Professor James Brown and Professor Astrid Kodric Brown who helped make the Ecology field an area of national excellence for the Biology Department. Biology will also fill an Assistant Professor position in collaboration with the BA/MD program, which has been searching for opportunities to fill tenure track faculty positions with faculty from the natural and physical sciences.

Chemistry: Dave Bear has a written commitment from Dean Claiborne to search for a Lecturer III position and a tenure-track Assistant Professor. Indeed, Professor Bear has a written commitment from Dean Claiborne to replace the next six faculty members who retire, three of them at the Associate level. This is an entirely appropriate plan that should rebuild a department that has suffered a 50% decline in tenure-track faculty in the past decade. The BA/MD program will also provide funding to support two of Chemistry's existing lecturers to offer courses to BA/MD students and help reform the undergraduate curriculum in Chemistry.

Communication and Journalism: This is a department that has suffered tremendous losses to retirements and resignations in the past couple of years and has just lost another faculty member,

Miguel Gandert, to an administrative assignment (he will be the new director of the IFDM program). This plan authorizes C&J to conduct three searches in the year to come, which would replace half of the faculty members they have lost to resignations and retirements in the past two years. A position in Intercultural Communication reinforces the traditional strength of C&J's graduate program and could fit nicely with a series of hires that would support the College's international initiative. A search for a scholar of media, culture and health would be a part of a group of hires on health related research and teaching and would receive bridge funding and on-going funding from the BA/MD program. Finally, C&J would be authorized to search in the field of Strategic Communication/Advertising, a position that is essential for their accreditation process. The College will also take responsibility for funding two lecturers in FY 13 that are covered presently by the department's EU revenues.

Earth and Planetary Sciences: Dean Claiborne promised Adrian Brearley a search for an Assistant Professor in return for his willingness to serve as Chair. I reaffirmed that commitment and added a commitment for another position to begin in FY 14. The position in FY 13 will be in the field of petrologic, geochemical and environmental processes.

Economics: As noted above, the Department of Economics will serve as a pilot project for developing the new model for paying for and providing instruction in the College. It will be authorized to hire two lecturers in the year to come. The first would serve as the extended university coordinator for the department and a majority of his or her regular teaching load would be composed of EU courses. The second would be the spouse of a Physician being recruited by the Department of Pediatrics in the Medical School, with expertise in health economics. This new faculty member could teach in the BA/MD program. Thus, the department would use these new hires to expand its EU offerings and significantly and permanently reduce its use of part-time instruction funds allocated by the College. Specifically, the Department would only be allocated PTI funds from the College to cover administrative appointments held by Economics faculty members serving the College (and outside of the Department). To demonstrate that departments that embrace this new model will be rewarded with tenure track hires, the College will commit to four tenure track hires over the next three years. For FY 13, the department will search in environmental and natural resource economics, which has traditionally been a central area of excellence in research and graduate education in Economics, and for a BA/MD-supported search in Health Economics. In FY 14, it will be included in the initiative to hire scholars in health policy within the three social science departments targeted by the Robert Wood Johnson Foundation grant. In FY 15, it will be authorized to hire a tenure track faculty member in international sustainable development.

English: The College is asking the Provost to fund eight tenure-track positions in English over the next three years and will invest roughly \$250,000 in new lecturer lines from the Provost's allocation for addressing the structural deficit in part-time instruction.

Foreign Languages and Literature: As noted above, FLL will be authorized to conduct tenure-track searches in Chinese, Arabic and Classics and a search for a lecturer in Chinese. A part-time instructor in Japanese will be shifted to a lecturer line.

Geography: Scott Freundsuh has a written commitment from Dean Claiborne authorizing him to search for a GIS scientist. Geography has been able to rebuild almost from scratch and has done an outstanding job of hiring new faculty that work well together and have been very active in building bridges across departments. Authorizing them to search will add to this growing strength.

History: History proposed a search that placed the history of science and technology position once filled by Tim Moy and the History of Medicine position filled by Jake Spidle in one ad. This hiring plan authorizes two separate searches, one in the history of science and technology and another in the history of medicine. We live in the state that is the birthplace of the atomic bomb and which continues to be the home of two of the nation's three major nuclear weapons laboratories. Tim Moy's tragic death was a tremendous blow to the university. We need someone like him who can help us all to understand this historical legacy. Authorizing a separate search in the history of medicine will contribute to the health initiative and can receive one year of bridge funding from the BA/MD program.

Linguistics: Linguistics and Spanish and Portuguese have requested a joint hire in Spanish Linguistics at open rank to replace Catherine Travis. This hire is crucial to both programs and would serve the international initiative.

Mathematics and Statistics: The College is asking the Provost to fund eight positions to rebuild the Department of Mathematics and Statistics and will provide roughly \$250,000 for hiring new lecturers.

Museum Studies: Dean Norwood promised Jim Dixon five years ago that the College would hire an Assistant Professor in Museum Studies in an interdisciplinary search, who would support the proposed degree program in Museum Studies that is now in its final approval stages. Dean Claiborne postponed approval of a search until the program this person is supposed to serve was formally approved. We will authorize a search with an automatic trigger mechanism. The moment the state HED approves the new degree program, the search can commence.

Philosophy: We will authorize Philosophy to search for two tenure-track positions, one in political and social philosophy and a second in Asian philosophy. The Asian philosophy position would reinforce the international initiative and could also be a resource for the Religious Studies program. One of these faculty members will agree to teach in the BA/MD program and be covered by BA/MD bridge funding in FY 13, but it is not quite clear which position would be the most likely to generate a faculty member who could teach that course.

Physics: The Physics department has identified quantum information and optics as two fields in which the department has developed, and will continue to develop, national excellence. Because Professor Poul Jessen of the University of Arizona recently declined the offer of a senior position in the field of quantum information, it is imperative that the department be authorized to search for an assistant professor in this field in the year to come, probably for a theorist in the field. As noted above, we have also asked the Provost to fund two positions in Optics if Professor Jean-Claude Diels' request to transfer to ECE is approved.

Political Science: The department of political science has a long tradition of excellence in the study of Latin American politics, which has been at risk in recent years because of faculty departures during the budget crises at UNM. Faculty strength in that area has been compromised in the past month by the selection of one contributor to that subfield as Interim Dean of the College and the selection of another central participant in that field as the new chair of the department. Associate Professor Mala Htun, one of the nation's top experts on gender and politics in Latin America, now serves as a Visiting Associate Professor in the department and can step in immediately as a tenured faculty member to fill the void left by recent administrative appointments. Professor Htun has expressed a willingness to begin with a half-time appointment to allow Political Science to also conduct a national search for an Assistant Professor in Comparative Politics, which would add 1.5 positions to the international initiative. These two hires will restore faculty strength in a subfield that has been the principal area of national excellence for the department. Since Sociology and Economics are both authorized to search for scholars in health-related fields in FY 13, because both serve core courses in the HMMV curriculum, if there is any need to stagger future health policy related searches with some occurring later than FY 14, Political Science will get priority consideration for hiring in this area in FY 14.

Psychology: Although Psychology does not teach one of the core courses in the BA/MD curriculum, BA/MD money will be used to provide bridge funding for Psychology's top priority, which is to hire a scholar of health psychology. This position will help strengthen health research as an area of excellence throughout the College.

Sociology: We will authorize Sociology to search for a scholar of Comparative Sociology/Latin America, which is Sociology's top priority. This fits with the international initiative and could enhance collaboration between Political Science and Sociology in this field of study. Medical Sociology, the department's third preference, would fit with the health initiative and would be eligible for funding by the BA/MD program. Our intent is to authorize Sociology to fill two positions from its search in Medical Sociology, one senior and one junior.

Spanish and Portuguese: The College will assume responsibility this year for funding a tenure-track faculty position in Portuguese. We will also fund an open-rank search for a scholar of southwest studies to replace Diana Rebolledo, who retired this year. Spanish and Portuguese will also participate in the joint search for an expert in Spanish Linguistics. Spanish and Portuguese is one of the departments with the highest usage of part-time instruction and recognizes its needs for moving toward a new model for providing undergraduate instruction at UNM. The department asked for two lecturer lines in its hiring plan. For the new College plan to succeed, Spanish and Portuguese needs to become a central participant in comprehensive reform, but we can't tackle all departments at the same time. I will ask the Provost's office to fund two Visiting Lecturer positions for Spanish and Portuguese, from resources other than the money for new faculty hiring, so that the department can begin planning for the future.

Speech and Hearing: We did not receive a hiring plan from Speech and Hearing because their greatest need has been in hiring clinical supervisors to work with their graduate students. Until recently, all of these supervisors were classified as staff positions. They have now been

reclassified as Lecturer positions and we authorize the department to search for another Lecturer to begin in FY 13 so that the department can expand its graduate program.