

**College of Arts and Sciences  
Performance Review  
March 4, 2010**

*Brenda J. Claiborne, Dean  
Phillip Gonzales, Senior Associate Dean*

*Associate Deans*  
*Phillip Gonzales, Faculty  
Philip Ganderton, Research  
Mark Ondrias, Instruction and Curriculum*

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**College of Arts and Sciences**

***College at a Crossroads***



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## ***College at a Crossroads***

**College comprises about 50% of Academic Affairs**

**Outstanding teaching, research and service**



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## ***College at a Crossroads***

**Why is the College at a crossroads?**

**What decisions need to be made now to ensure continued student success in the future?**

**How can the College collaborate with the administration to generate funds in this time of fiscal uncertainty?**

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**Why is the College at a crossroads?**

**Undergraduate enrollment growth  
No growth in faculty or I&G allocation**



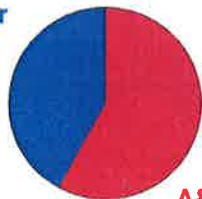
**Decrease in graduation rates  
Challenges in staffing lower division courses  
Decrease in graduate enrollments**

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**College Produced 361,527 Semester Credit Hours  
in 2009**

**Total SCH Production**

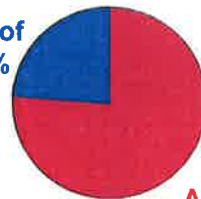
Remainder  
of UNM =  
41%



**A&S = 59%**

**Lower Division SCH Production**

Remainder of  
UNM = 24%



**A&S = 76%**

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**What does production of 361,527 SCH  
mean for the College?**

**Instruct about 14,500 students each year**

**Offer 4,550 sections each year**

**2,505 = Lower Division**

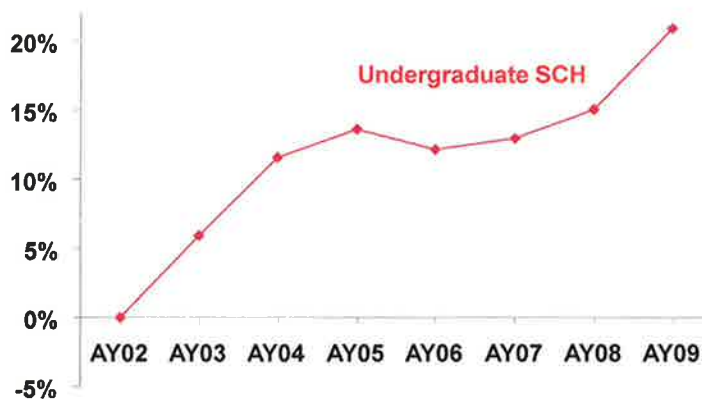
**1,447 = Upper Division**

**595 = Graduate**

**Submit about 113,000 grades each year**

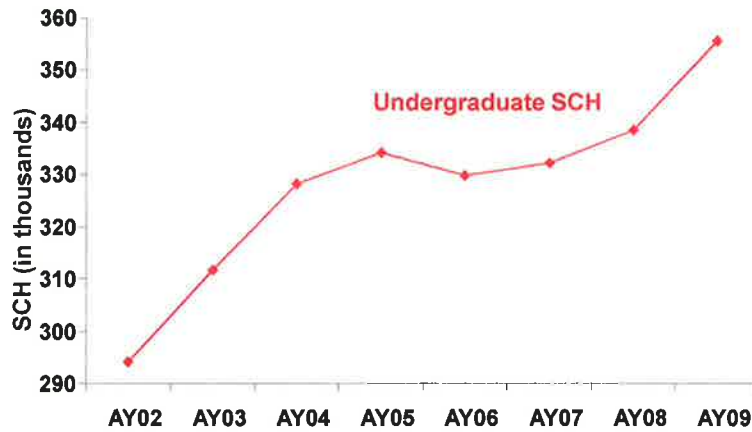
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**Undergraduate SCH Production since 2002**



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### Undergraduate SCH production since 2002



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### 2002 to 2009

**61,432 increase in Undergraduate SCH**

**61,432 SCH at 3 SCH/student/class  
equals**

**20,477 student-seats in the classroom**

**College has added 20,400 "seats" since 2002**

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**2002**



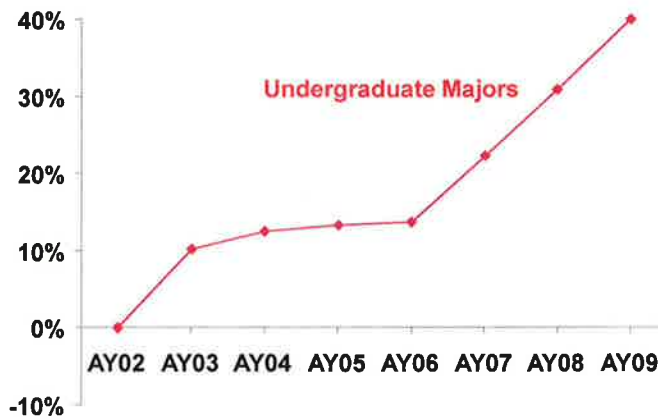
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**2009**



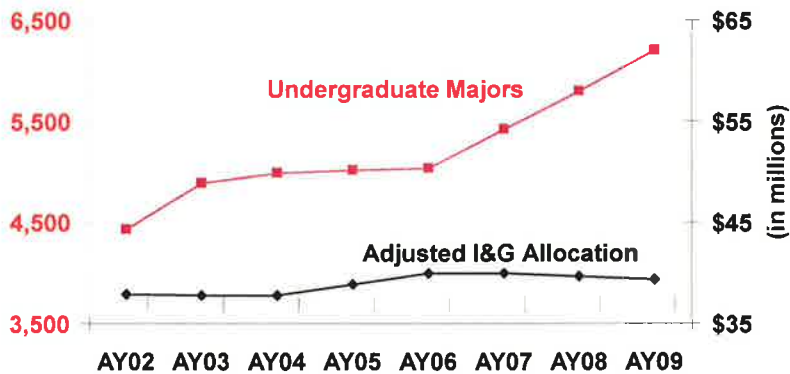
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### Undergraduate Majors since 2002

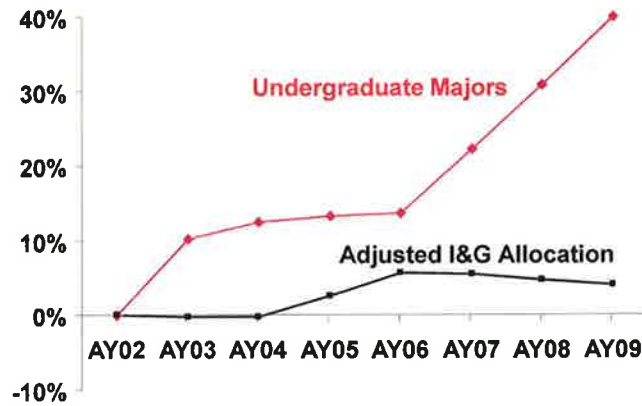


*35% inc in majors*  
*45 inc 15 @ 10%*

### Undergraduate Majors and Adjusted I&G Allocation since 2002

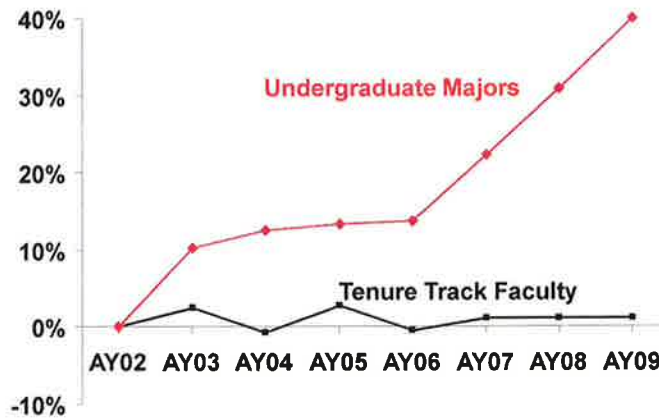


### Undergraduate Majors and Adjusted I&G Allocations since 2002



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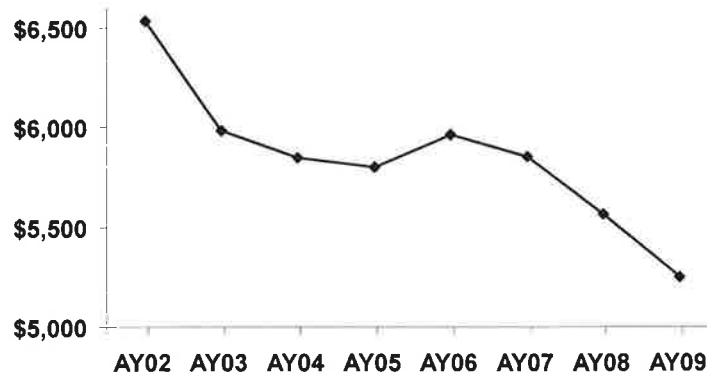
### Undergraduate Majors and Faculty Numbers since 2002



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### Expenditures\* per Major (undergraduate and graduate combined) since 2002



\*Computed using Adjusted I&G Allocations

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### Effects of Decreasing Dollars per Student

- ▶ **“Cohort crowding”**
- ▶ **Challenges of staffing lower division courses with adjuncts**
- ▶ **Decrease in graduate enrollments**

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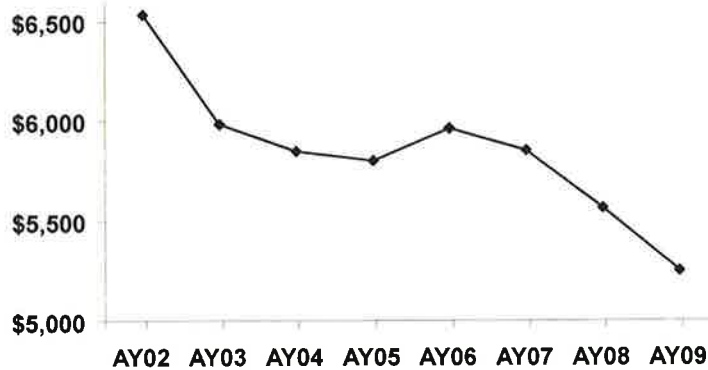
**“Dwindling resources for instruction,  
more than weak students,  
explain poor graduation rates, scholars say”**

Chronicle of Higher Ed, Dec 7, 2009

**Professor Bob Berrens, Chair  
Department of Economics**

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**Expenditures\* per Major (undergraduate and  
graduate combined) since 2002**



\*Computed using Adjusted I&G Allocations

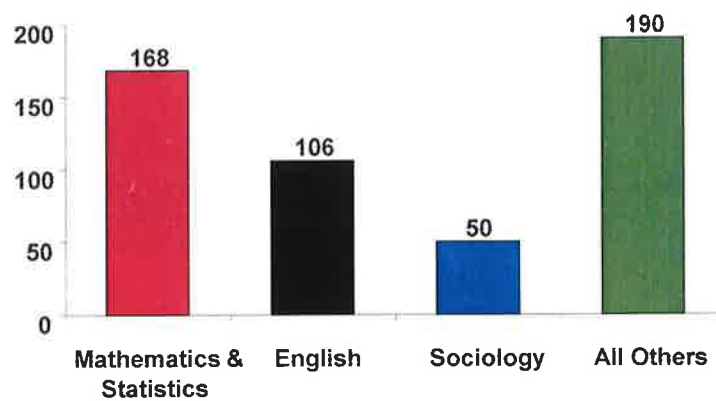
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### Effects of Decreasing Dollars per Student

- ▶ “Cohort crowding”
- ▶ **Challenges of staffing lower division courses with adjuncts**
- ▶ Decrease in graduate enrollments

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### Number of Courses Taught by Adjunct Faculty (not including those taught by TAs and Lecturers)



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## **Challenges of Staffing Lower Division Courses with Adjuncts**

**Professor Gail Houston, Chair  
Department of English**



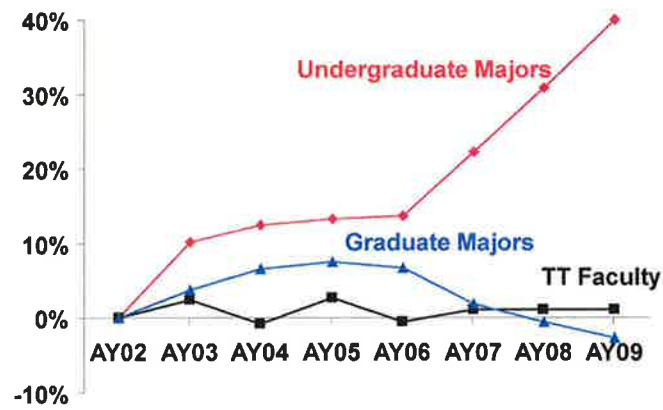
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## **Effects of Decreasing Dollars per Student**

- ▶ **“Cohort crowding”**
- ▶ **Challenges of staffing lower division courses  
with adjuncts**
- ▶ **Decrease in graduate enrollments**

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### Majors and Tenure Track Faculty since 2002



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### Decrease in Graduate Enrollments

**Professor John Oetzel, Chair  
Department of Communication and Journalism**



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### Effects of Decreasing Dollars per Student

- ▶ “Cohort crowding”
- ▶ Challenges of staffing lower division courses with adjuncts
- ▶ Decrease in graduate enrollments

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### Structural Defects in College Budget

- ▶ College is not funded for part-time instruction in I&G allocation
- ▶ No mechanism for increasing tenure-track faculty when enrollments increase
- ▶ No new recurring funds to pay for counter-offers, equity raises, and other recurring commitments (Only funds available are from retirements)

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*what would happen if enrollment decreased*

### College I&G Budget

|                           |                              |
|---------------------------|------------------------------|
| <b>I&amp;G Allocation</b> | <b>\$51,003,870</b>          |
| <b>I&amp;G Expenses</b>   | <b><u>(\$54,839,487)</u></b> |
| <b>Total</b>              | <b><u>(\$3,835,617)</u></b>  |

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### I & G Budget for FY10

|                               |                              |
|-------------------------------|------------------------------|
| <b>Recurring Allocation</b>   | <b>\$51,003,870</b>          |
| <b>Faculty salaries</b>       | <b><u>(\$32,302,035)</u></b> |
| <b>Staff salaries</b>         | <b><u>(\$7,713,394)</u></b>  |
| <b>TA/GA salaries</b>         | <b><u>(\$7,284,561)</u></b>  |
| <b>Graduate tuition</b>       | <b><u>(\$1,775,283)</u></b>  |
| <b>Undergraduate salaries</b> | <b><u>(\$335,398)</u></b>    |
| <b>Operating expenses</b>     | <b><u>(\$1,593,199)</u></b>  |
| <b>Additional expenses</b>    | <b><u>(\$3,835,617)</u></b>  |
| <b>Total</b>                  | <b><u>(\$3,835,617)</u></b>  |

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### Additional Expenses = (\$3,835,617)

|   |                      |
|---|----------------------|
| <b>Part-time instruction (adjuncts and includes \$1.1 m for additional TAs)</b> | <b>(\$2,900,000)</b> |
| <b>Additional graduate tuition</b>  | <b>(\$97,000)</b>    |
| <b>Inter-college programs</b>   | <b>(\$139,463)</b>   |
| <b>Salaries of new faculty</b>  | <b>(\$323,799)</b>   |
| <b>Additional expenses and contingency (0.7% of recurring allocation)</b>       | <b>(\$384,595)</b>   |
| <b>Total</b>  | <b>(\$3,844,857)</b> |

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### Sources of Non-Recurring Funds (Estimates: variable and not guaranteed)

|  |                    |
|--|--------------------|
| <b>Salary savings: faculty on leave, resignations and retirements, full-year sabbaticals</b> | <b>\$1,806,555</b> |
| <b>Balance forward: lapsed salaries</b>  | <b>\$883,344</b>   |
| <b>Course buy-outs</b>   | <b>\$373,919</b>   |
| <b>TA/GA funds from OGS</b>  | <b>\$448,000</b>   |
| <b>Bridge funding for new faculty from Provost – expires in 2-3 years</b>                    | <b>\$323,799</b>   |
| <b>Total</b>   | <b>\$3,835,617</b> |

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### College I&G Budget

|                           |                              |
|---------------------------|------------------------------|
| <b>I&amp;G Allocation</b> | <b>\$51,003,870</b>          |
| <b>I&amp;G Expenses</b>   | <b><u>(\$54,839,487)</u></b> |
| <b>Total</b>              | <b><u>(\$3,835,617)</u></b>  |

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### Steps to Remedy Structural Defects and Cover Costs of Enrollment Growth since 2002

- 1. Add funds to recurring allocation to cover half of part-time instruction**

**\$1.4 million to recurring allocation over 5 years to cover about half of part-time instruction budget**

**(Assumes increase tenure-track faculty as proposed here and no enrollment growth after FY10)**

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**Steps to Remedy Structural Defects and  
Cover Costs of Enrollment Growth since 2002**

- 2. Fund the back-log of unfilled faculty positions to meet enrollment growth since 2002**

**\$3.5 million over 5 years to hire 45 tenure-track faculty**

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**Steps to Remedy Structural Defects and  
Cover Costs of Enrollment Growth since 2002**

- 3. Add funds to recurring allocation to cover retention offers, equity raises and other non-recurring commitments as needed on an annual basis and justified by the Dean**

**About \$400,000 per year to recurring allocation each year, with justifications from Dean**

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### 5-year Proposal to Cover Past Growth

(Not including funds for future enrollment growth)

|                       | Funds To Be Added to Recurring Allocation |                |                |                |                |
|-----------------------|---|----------------|----------------|----------------|----------------|
|                       | Yr 1                                      | Yr 2           | Yr 3           | Yr 4           | Yr 5           |
| Part-time instruction | \$400K                                    | \$400K         | \$200K         | \$200K         | \$200K         |
| Faculty hires         | \$1 million                               | \$1 million    | \$500K         | \$500K         | \$500K         |
| Recurring costs       | \$400K                                    | \$400K         | \$400K         | \$400K         | \$400K         |
| <b>Totals</b>         | <b>\$1.8 m</b>                            | <b>\$1.8 m</b> | <b>\$1.1 m</b> | <b>\$1.1 m</b> | <b>\$1.1 m</b> |

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### *College at a Crossroads*

**Why is the College at a crossroads?**

**What decisions need to be made now to ensure continued student success in the future?**

**How can the College collaborate with the administration to generate funds in this time of fiscal uncertainty?**

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## ***College at a Crossroads: Decision Point***



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## ***College at a Crossroads***

- ▶ **Cohort Crowding**
- ▶ **Cap Enrollment: cap enrollment, remedy structural defects in College budget and cover costs of growth since 2002**
- ▶ **Entrepreneurial: collaborate with administration to provide incentives for raising funds**

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## **Entrepreneurial Path**

- ▶ **Reduce expenditures**
  - ▶ **Actions taken to reduce costs**
  - ▶ **Long-term measures to reduce costs**
  
- ▶ **Increase revenue**
  - ▶ **Continue successful fund-raising efforts**
  - ▶ **Revenue-sharing with central administration**

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## **Actions Taken to Reduce Costs**

### **Department Level**

- ▶ **Reduced copying and printing**
  - ▶ **Reduced staff hiring**
- ▶ **Reduced phone lines and voicemail**
  - ▶ **Reduced travel by over 50%**

### **College Level**

- ▶ **Facilitated retirements**
- ▶ **Reduced number of visiting profs**
- ▶ **Reduced part-time instruction costs by about \$300,000 over the last 2 years**

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### **Long-term Measures to Reduce Costs**

- ▶ **Move GA's to TA positions**
- ▶ **Increase caps in some courses**
- ▶ **Institute variable teaching loads in all departments**
  - ▶ **Reduce emphases within majors**
  - ▶ **Streamline upper division course offerings**
    - ▶ **Encourage leave-without-pay**
    - ▶ **Encourage full-year sabbaticals**
    - ▶ **Reduce time between sabbaticals if take full-year**
- ▶ **Reduce SACs or course releases for some types of service**

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### **Entrepreneurial Path**

- ▶ **Reduce expenditures**
  - ▶ **Actions taken to reduce costs**
  - ▶ **Long-term measures to reduce costs**
- ▶ **Increase revenue**
  - ▶ **Continue successful fund-raising efforts**
  - ▶ **Revenue-sharing with central administration**

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### Revenue-sharing with Central Administration

- ▶ Increase on-line and hybrid courses
- ▶ Summer school
- ▶ Intersession
- ▶ Undergraduate enrollments

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### Revenue-sharing: Summer School

#### Current

- ▶ Invest \$782,534
- ▶ 15,255 SCH
- ▶ \$3,234,060 tuition
- ▶ \$2,451,526 net revenue

#### Proposed Model

- ▶ Invest \$1,016,150
- ▶ 19,343 SCH
- ▶ \$4,100,716 tuition
- ▶ **\$3,084,566 net revenue**

**Minimum 50% return to departments = \$1,542,283**

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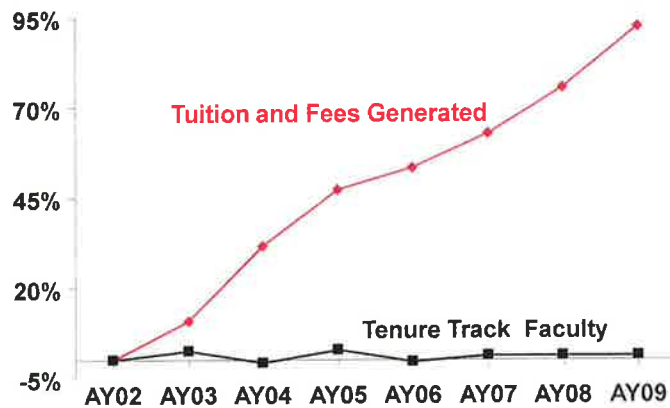
**Example  
Department of Mathematics and Statistics**

| Summer 2009             | Proposed Model          |
|-------------------------|-------------------------|
| ▶ Invest \$121,990      | ▶ Invest \$180,000      |
| ▶ 2,389 SCH             | ▶ 3,305 SCH             |
| ▶ \$506,468 tuition     | ▶ \$700,660 tuition     |
| ▶ \$384,478 net revenue | ▶ \$520,660 net revenue |

**Minimum 50% return to department = \$260,330**

**College developing similar model for Intersession**

**Revenue-sharing: Undergraduate Enrollments**





### **FY10 Enrollment Increase**

**6.6% increase in freshmen**

**10% increase in sophomores**

#### **College Actions**

- ▶ **\$325,000 invested by Provost office**
- ▶ **89 sections added at 89% capacity**
- ▶ **10,800 SCH produced**
- ▶ **Increased # sophomores/section**
- ▶ **\$2,289,600 new tuition revenue (not including all new sophomore tuition)**
- ▶ **\$1,964,600 net new revenue to UNM**

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### **Projected FY11 Enrollment Increase**

**5% increase in freshmen**

**10% increase in sophomores**

#### **Proposed College Actions**

- ▶ **5% increase sophomore course caps**
- ▶ **\$625,000 investment required**
- ▶ **180 new sections**
- ▶ **20,000 new SCH**
- ▶ **\$4,240,000 new tuition revenue**
- ▶ **\$3,590,000 net new revenue to UNM**

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*pressure  
points in  
budget PTI*