Agenda for HDC Meeting (All Constituents)
Thursday, January 17, 12:00 Noon-2:00 p.m.
Humanities 1, Room 202

I  Announcements

II  Discussion of plan for budget reductions and administrative effectiveness review
   Material attached: Update on Budget and Administrative Effectiveness Review

III  Review of 2013-14 recruitment plan
    Material attached: Working Toward a Recruitment Plan for 2013-14
17 January 2013

Humanities Faculty and Staff

Dear Colleagues:

RE: Update on Budget and Administrative Effectiveness Review

I write to give you an update on the Humanities Division’s planning for this year’s budget reduction and some results from our administrative effectiveness review.

The Division has been asked to provide a plan for taking a permanent core budget reduction of $286,300 on July 1, 2013. The good news is that this is less than had originally been anticipated. Nonetheless, this represents more than 9% of our total budget for academic support (staff positions plus funds for general operations). Last year I indicated my intention to take this year’s cut entirely from the academic support side of the Division’s budget rather than continuing to eliminate faculty positions.

Since the onset of the budget crisis, the Division has been using several tactics to recover funds from academic support budgets to hold in reserve: restructuring to allow some staff positions to remain unfilled, turnover salary savings, and reducing or eliminating some earmarked allocations to better fit with expenses. These tactics have managed to reserve funds sufficient to cover approximately one-third of the budget cut. While we will continue these tactics in the future to restore a reserve, we need a strategy to cover the other two-thirds.

The remainder of the cut will be assigned in the first phase as an across-the-board reduction of approximately 10% to the operations accounts of all units. This is the reduction that I will report to the EVC later this month. Consequently all departments and other units will need to review their practices and priorities to find strategies for further reducing expenditures of core funds, whether by eliminating the expense or shifting them to other appropriate sources of funds. Reductions in paper printing and copying expenses are an obvious place to begin.

For the rest of this academic year, we will continue to review administrative practices for opportunities for restructuring and prioritization to restore a sense of sustainability to our units and programs.
In order to respond appropriately to reduced levels of support, we have been conducting an administrative effectiveness review. The goal is to identify how we can meet expectations for basic support for academic programs while retaining capacity for activities that represent reasonable aspirations for excellence.

This review has highlighted a problem that we all need to be mindful of: While the “money” budget is under serious strain, there is more serious strain on people’s “time and attention” budget. Staff, faculty, and students daily confront dilemmas about what should be given priority attention when there is more work to do than can be done in the time available. For example, we must be concerned about the invisible tradeoffs that occur when activities related to events, special projects, and new initiatives (however attractive and potentially valuable) intrude on the ability of our staff to meet core expectations of academic support. As we continue to try to figure out how to “work smarter,” we must realize that there are limits to that which entail that we must also look to reduce the number of tasks we take on.

In the long run, we must all find a sustainable level of working that both supports the core academic mission while reaching for aspirational goals. I believe that to accomplish this, there will need to be many conversations among and between faculty and staff, whose goal is to align staff time and attention and the use of departmental funds to the work consciously judged to be of highest impact and broad faculty commitment. I encourage department faculty and staff to engage in frank discussions about how these issues play out within the department, just as Assistant Dean Symonik and I will continue to engage in such discussions with you about the larger balance within divisional and campus expectations. Attached are some reflections that I hope can stimulate those conversations.

The Dean’s office has been practicing this already. As positions have become vacant, we have taken time to review and restructure them and to reorganize the way that work is distributed. This process will continue and widen to include all divisional and departmental staff positions.

Following helpful suggestions from the department managers during the summer, we have made a number of small policy and practice changes that reduce work in some routine processes. We have also completed our review of the operation of the Academic Service Centers and other types of academic support that is provided on a divisional rather than a departmental basis. The results are discussed in Attachment II.

I greatly appreciate the spirit of cooperation among all staff and faculty and the commitment to the Humanities and our academic mission. This has brought us through a very difficult and challenging period in a state that positions us well for new times.

Sincerely yours,

William A. Ladusaw
Dean of Humanities
Attachment I: Reflections on Administrative Effectiveness
16 January 2013
Humanities Division

The first step toward administrative effectiveness is to avoid creating unnecessary work for yourself and those who support you. Here are some recommendations:

I. Follow the procedures that facilitate routine work.

The Division has policies and procedures that allow us to accomplish important tasks: e.g. curriculum and leave planning, faculty personnel processes, and financial transactions. By and large, the best strategy for us all is to know how the processes work and to follow them in a timely manner.

While many such procedures may carry the taint of “bureaucracy,” systematic orderliness is an ally in accomplishing objectives.

The Division commits to periodically reviewing its practices to ensure that they are as streamlined as possible and to presenting them in helpful formats.

Suggestions in writing on how policies and procedures might be improved are always welcome and are taken into account at the next review.

II. Plan ahead, mindful of the calendar, timelines and limited capacity.

Submission deadlines help us work efficiently because they ensure enough time for review and implementation. They also ensure equitable consideration of all proposals. Failure to meet deadlines has two negative consequences.

For something obligatory, such as a faculty personnel action, it creates additional work for others in reminders and late consideration at a time when attention has moved on to other matters.

For something optional, such as a idea for a colloquium or visitor, it can mean that the proposal simply cannot be considered because the available capacity for consideration and support has been exhausted.

III. Secure endorsement and support for initiatives.

We are creative people and routinely generate more bright ideas than can possibly act on. Ideally, people with ideas should learn sooner rather than later which ideas might move forward and which will not. The potential paths to success should be clear and well lit.

The Division should ensure that guidelines for where and how faculty can seek support for initiatives are clear, particularly regarding the roles of departmental and divisional endorsement and support.

Faculty should be prepared to make the case for the value and impact of a proposal when seeking endorsement. Their own assessment of the proposal’s feasibility and cost should include both direct costs and the indirect costs in work for staff and colleagues.

Endorsements from colleagues and chairs should be mindful of the impact of undertaking a particular project on staff time and attention taken away from other, potential more important activities.
December 18, 2012

To: Humanities Department Chairs

From: Dean Ladusaw

RE: Working toward a Recruitment Plan for 2013-14

I write to follow up on the discussion begun at the December 13 HCoC meeting of the proposals for faculty recruitment requests for 2013-14. Just before that meeting, I received the EVC’s formal CALL and updated planning targets for the July 1, 2013 budget reductions. Our budget reduction plan is due by January 25, 2013; our recruitment requests are due by February 25.

The January 17 HDC meeting will be devoted to discussion of the plan for budget reductions and administrative effectiveness review. It will also provide an opportunity to review the recruitment plan as well. The February 14 HDC meeting will be devoted to discussion of the draft of the Division’s strategic academic plan and will complete consultation on the biennial recruitment plan.

All of the proposals received in response to this year’s divisional CALL are available for your review in Google Drive. I ask that you treat these submitted documents as confidential within the group at this point. However this memo may be shared with your staff and faculty as part of consultation.

Resource Assumptions

For the last two years, our recruitments have been limited to those that could be authorized based upon the re-use of faculty provisions vacated through retirements or separations that remained after budget cuts.

Last year I indicated that it was my goal to cover the expected July 1, 2013 permanent budget cut by reductions in Academic Support (staff and operations) budgets in order to preserve all available open faculty provisions for faculty recruitments. On December 7, we received the good news that our budget reduction target had been lowered from about $500k to about $285k. While this cut will still require serious measures to meet, I will assume that all available open provisions held by the Division will be used to authorize searches in the 2013-14 Recruitment Plan.

This year, the EVC anticipates that she will be able to make available new funding for faculty provisions that can restore some of the FTE that have been lost to budget cuts. These “new” faculty provisions will be awarded to Divisions based upon the campus-level review of the responses to her CALL for recruitment proposals.
This is very welcome news. The competition for these new resources raises the importance of making a strong case for our proposed recruitments within the Division’s strategic plan and the campus’s broader goals. Happily, the proposals that have come forward in response to this year’s Divisional CALL, taken in the context of departments’ draft strategic plans, provides ample basis for doing so.

**Current 2013-14 Plan**

Under the assumption that all five of the 2012-13 searches (currently underway) conclude successfully with appointments, the 2013-14 Faculty Recruitment Plan already includes the following:

I. Writing Program: Up to 2 LSOE appointments in Composition with expertise in applied linguistics with a focus on bilingualism or multilingualism, program assessment, or faculty development.

II. Philosophy: 2 appointments (Assistant Professor) for faculty trained in the analytic tradition with specialties that complement and extend the current Faculty.

III. Literature: 2 appointments (Assistant to early Associate Professor) in Ancient through Medieval Mediterranean Studies.

Each of these recruitments was previously identified as a priority.

The Writing Program had been authorized to make two LSOE appointments in 2011-12 but made only one. This recruitment will restore the senate faculty leadership of the Writing Program to its historical level, ensuring leadership for continuing inquiry into educational effectiveness in lower division writing and building capacity to support faculty development for disciplinary communication.

Recruitment for single appointments in Literature and Philosophy were authorized for 2012-13. The departments deferred their searches until 2013-14 in hopes of obtaining authorization for a second hire.

The faculty provisions for these recruitments are currently available to the Division. It remains to identify the additional priorities for recruitment in 2013-14 or 2014-15.

**Proposals for Priority Consideration**

One additional recruitment was authorized last year but deferred for search until 2013-14:

IV. HUM-unassigned: Religion, Race, and Politics

This appointment, originally proposed by American Studies and History of Consciousness, has the potential to support the initiative in Critical Race and Ethnic Studies. This position does not have an assigned departmental home and would be recruited by a Division-level search committee. The question to be resolved at this point is which departments would be participate in the search by agreeing in principle to host the appointment of a qualified candidate identified in a Division-level search. The final position description would be finalized by the search committee.

The positions brought forward in response to the Divisional CALL not already mentioned
above are (alphabetically by department):

a. FMST: Knowledge and Politics*
b. FMST: Africana/Diaspora/Transnational Feminisms
c. FMST: Feminist Science Studies
d. HIS: Modern France and the French Empire and Postcolonial World
e. HIS: Ancient Near East, with additional focus on digital historical practice
f. HIS: Early Modern Iberian Peninsula and its Empires
g. HISC: Philosophy and Critical Theory
h. HISC: African American Studies/Diaspora*
i. LANG: Spanish Applied Linguistics*
j. LANG: Chinese Applied Linguistics
k. LANG: ESL & Applied Linguistics
l. LIT: African Diasporic Literature and Critical Race Studies
m. LIT: Modern British Literature 1800-Present

*Asterisks indicate positions that were forwarded for discussion last year.

It is striking that three departments (FMST, HISC, and LIT) have identified expertise in African diaspora as a priority. I ask that these three departments confer with each other and develop a proposal for a Divisional recruitment that might identify candidates that fill multiple goals.

After reviewing the departments’ updated academic plans, I suggest that discussions focus on selecting from among the following positions for additional recruitments in 2013-14:

1. HUM-unassigned: Religion, Race, and Politics
2. HUM-unassigned: African diaspora
3. FMST: Knowledge and Politics
4. HIS: Modern France and the French Empire and Postcolonial World
5. HIS: Ancient Near East, with additional focus on digital historical practice
6. HIS: Early Modern Iberian Peninsula and its Empires
7. HISC: Philosophy and Critical Theory
8. LANG: Spanish Applied Linguistics

It is unlikely that we would be able to search for all of these positions next year in addition to the six positions identified above. But since authorizations are valid for two years, this list comes close to being feasible as a recruitment agenda for the biennium 2013-15.

I hope that this discussion frames a productive discussion for the January HDC meeting. I am happy to discuss these issues with individual chairs in the meantime.

Cc: Department Managers
   Anne Callahan
Stewardship Rubric for All Units and Gift Activity Centers

Stage I: Fundamental

As part of its routine operations, the unit:

• Regularly reviews reports of current gifts and acknowledges them in a timely manner in a communication that thanks the donor and conveys (in general terms) the impact of the gift.
• Informs the Dean’s development office when acknowledgments have been completed.
• Tracks major\* grants and gifts to ensure timely internal and external reports that meet the terms of the grant/gift.

Stage II: Proficient

In consultation with the Dean’s development team, the unit:

• Has a general statement in an effective format that conveys accomplishments and aspirations to an external audience, including opportunities for impact through giving.
• The unit periodically communicates with its past and prospective supporters providing information about its accomplishments and aspirations with an invitation to support.
• The unit ensures stewardship of major grants/gifts through regular public acknowledgement of the grant/gift and periodic appreciations to the donors.

Stage III: Mature

In collaboration with the Dean’s development team, the leadership of the unit:

• Has identified specific opportunities for major gifts in a generic case statement.
• Regularly consults with the Director of Development to identify prospects for major gifts and to adapt its generic case statement for use in solicitation.

\* For the purposes of this rubric, a major gift or grant is one of $10,000 or more.