


The University of New Mexico

School of Law
Office of the Dean
1117 Stanford NE
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MEMORANDUM

TO: LAW FACULTY
FROM: LEO M. ROMERO, DEAN 
DATE: January 15, 1997
SUBJECT: FACULTY MEETING

**Faculty Meeting Agenda
Tuesday, January 21, 1997
Dean's Conference Room
4:00 p.m.**

1. Approval of Minutes of December 16, 1996, Faculty Meeting
2. 1997-98 Budget and Faculty Hiring - Provost William Gordon will meet with us for one hour at 4:00 p.m. and speak about his plans to address the budget deficit. Following the Provost's visit, we will discuss our hiring plans for 1997-98. Please plan to attend this important meeting.

LMR:mb

January 21, 1997

Faculty Meeting Minutes

School of Law

Dean's Conference Room, 4:00 p.m.

Present: Anspach, Blumenfeld, Burr, Desiderio, Gill, Gonzales, Hall, Kovnat, Martinez, Mathewson, Montoya, Moore, Norwood, Occhialino, Parnall, Roberts, Romero, Sedillo Lopez, Subin, Taylor, Utton, Valencia-Weber, Winograd

Student Representative: Arianne Mesco

Absent: Browde, Creel, DuMars, Ellis, Fort, Hart, Hermann, Kelly, MacPherson, Rapaport, Scales, Zuni

The meeting was called to order by Dean Leo Romero.

The minutes of the December 16, 1996, faculty meeting will be presented for approval at the next regular faculty meeting.

Dean Romero announced that Professor John W. Strong (University of Arizona), National Secretary-Treasurer of the Order of the Coif, responded favorably to our proposal and will fund a Coif Lecture by Gregory H. Williams, Dean of the Ohio State University College of Law, to be presented at the Law School April 25, 1997.

1997 Budget and Faculty Hiring:


Dean Leo Romero announced that the dean search and the search for the Law Library Director will not be affected by the hiring freeze.

Dean Romero introduced Provost William C. Gordon and asked him to discuss with the faculty his plans to address the budget deficit. Provost Gordon reported that enrollment declines and recent drops in student credit hour production have resulted in a substantial decrease in the University's tuition revenues and in the formula funding the University will receive from the Legislature next year. Even if the Legislature decides to fully fund us according to our workload formula, it will be necessary for us to reduce our 1997-98 I&G budgets by 3.4% in order for our expenditures to match next year's revenues. The Legislative Finance Committee has recommended a one-time 3% reduction in this year's higher education budget. Dr. Gordon stated that the only option Academic Affairs has is to impose a freeze on faculty hiring.

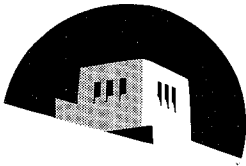
After Provost Gordon left the meeting, Professor José Martinez asked for support from the faculty to request an exception from Provost Gordon for the Michele Hermann position vacancy. Professor Sherri Burr made a motion to request the exemption, which was seconded by Professor Ted Parnall. When voted on, the motion carried.

The meeting was adjourned at 5:55 p.m.

Respectfully submitted,


Margaret A. Banek

LMR:mb



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MEMORANDUM

TO: Tenure Track Faculty

FROM: Leo M. Romero, Dean 

DATE: January 16, 1997

I attach for your information a letter from the Provost regarding the hiring freeze. The Provost will meet with us at our Faculty Meeting on Tuesday, January 21, at 4:00 p.m.



The University of New Mexico

Office of the Provost and
Vice President for Academic Affairs
Scholes Hall 235
Albuquerque, NM 87131-1001
Telephone: (505) 277-5064
FAX: (505) 277-8700

RECEIVED JAN 14 1997

January 13, 1997

TO: Academic Affairs Deans and Directors
FROM: *W. C. Gordon*
William C. Gordon, Provost and Vice President for Academic Affairs
SUBJECT: Freeze on Hiring of Tenure Track Faculty

As we discussed in our last meeting of the Deans' Council, enrollment declines and recent drops in student credit hour production have resulted in a substantial decrease in the University's tuition revenues and in the formula funding we will receive from the Legislature next year. Specifically our current projections indicate that even if the Legislature decides to fully fund us according to our workload formula, it will be necessary for us to reduce our 1997-98 I&G budgets by 3.4% in order for our expenditures to match next year's revenues. In absolute dollars this amounts to a total reduction of \$5,237,200 in the University's formula I&G budget for next year.

Obviously, a budget reduction of this magnitude will be very difficult for us to implement by July 1, 1997. However, I would be remiss if I failed to remind you that a 3.4% reduction is the absolute minimum cut that we will experience in I&G budgets. The Legislative Finance Committee has recommended a one-time 3% reduction in this year's higher education budget and some observers of the political process in the State are predicting reductions in a range of state agency base budgets for next year. In effect, depending on the outcome of the legislative budget process this Spring, we could experience budget cuts that significantly exceed the 3.4% reduction we now know will be necessary.

Currently, we are working very hard to identify potential savings in various institutional costs (e.g. insurance premiums) that may help to offset a portion of the total budget savings we will need to achieve for next year. We are also continuing to meet with legislators from throughout the State to enlist their support in opposing any additional cuts to our budget. Regardless of how successful these efforts are, however, it is imperative that we begin immediately to implement measures that will enable us to achieve a permanent reduction in our base I&G budget of at least 3.4%.

Our strategy over the long-term will be to reduce our expenditures and to increase our revenues by effecting systemic changes in the way we operate, in the ways in which we are organized and in our programmatic offerings. The process of identifying and implementing such changes will begin immediately and will require input from all segments of our campus community. However, it is very clear that the kinds of systemic changes we will be seeking cannot all be identified, analyzed and

Academic Affairs Deans and Director
January 13, 1997
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implemented before July 1, 1997. It is also clear that many of these changes will yield long-term benefits, but not immediate savings. Thus, in order for us to achieve our budget reduction goal by the semester's end, it will also be necessary for us to implement a series of one-time, temporary efficiencies that will yield substantial budget savings in the short-term.

Given the magnitude of our budget shortfall and the limited options we have for responding to this problem in the immediate future, I regret to inform you that I have decided to impose a freeze on tenure-track faculty hiring within Academic Affairs for the coming academic year. This means that regardless of the status of any of our ongoing faculty searches, no offers of employment are to be made to any candidate at this time. It also means that all prior approvals to initiate faculty searches for next year are rescinded as of this date. I recognize that while all of our previously approved faculty searches are important, a few of these searches are absolutely critical either for maintaining the integrity of a program or for maintaining instructional capacity. For this reason, I do anticipate that I will grant at least a few exceptions to this freeze. However, you should know in advance that exceptions will be rare and will require significant justification from any dean or director who seeks such an exception. Attached to this memorandum is a full explication of the procedures that must be followed to request an exception to the freeze that has been imposed. Clearly, our tenure-track faculty are the very heart of the University. For this reason, I have been very reluctant to halt our search processes and have made the decision to do so only after exploring every other option available to us. Over the coming months, it will be critical for us to work collaboratively to identify ways of enhancing our revenues and decreasing our costs so that resources for faculty hiring will be available to us again at the earliest possible date.

In closing, let me say that my greatest regret in having to take this step comes from the knowledge that the entire 3.4% budget shortfall we now face is the result of enrollment declines and the loss of student credit hour production. Certainly a portion of this shortfall is due to factors beyond our control that have held down the number of students who have come to our campus in recent years. However, a non-trivial part of this shortfall has resulted from our own inability to deal effectively with student course needs and demands once these students have matriculated. As you know from our discussions over the past year, we need to increase our flexibility in terms of what and when we teach, we need to maximize our class capacities in courses where larger capacities will not impact course quality, and we need to pay greater attention to scheduling and course management detail. Without these increased efforts, we will continue to have difficulty accommodating all those students on campus who desire to take our courses, but who cannot enroll because of capacity limitations. There is no doubt that a significant number of student credit hours have been lost over the past few years because we have failed to meet student demand for our courses.

Over the past year we have made extraordinary efforts to correct this problem and many units have made excellent progress in better serving the needs of their students. It is clear, however, that we still have substantial work to do in this area and you should know that I fully intend to place a heavy emphasis on productivity measures and on the progress units make in enhancing productivity in all future resource allocation decisions. Certainly efforts to enhance student credit hour production will be strongly considered in deciding which units will be granted exceptions to the current hiring freeze.

January 13, 1997

Procedures Governing Faculty Hiring Freeze

The hiring freeze announced in the attached cover memo applies only to tenure-track faculty positions that are funded in whole or in part by formula I&G funds. In effect, all tenure-track faculty searches that have previously been approved by the Provost's Office no longer carry such an approval. Furthermore, unless a specific exception is granted, no letter of offer to a candidate for such a position will be approved by this office and no offers of employment (either formal or informal) should be conveyed to any candidate as of this date.

To request exceptions to this freeze, a dean or director must submit a written request to the Provost no later than January 22, 1997. Each of these written requests should list in priority order the positions for which an exemption is being sought. In the case of each position listed, a thorough justification as to why the position should be exempted must be supplied. Each justification must include: 1) a detailing of the specific courses a new faculty member would be teaching next year; 2) the projected enrollments of those courses; 3) a current measure of the average annual faculty workload in the affected unit, (i.e. average number of courses offered by unit faculty and average student credit hours generated by unit faculty in a given year); and 4) the reasons the proposed course offerings of the new faculty member could not be covered either by an existing faculty member or a part-time instructor.

In preparing these justifications, it will be useful for you to know that the most serious consideration will be given to those faculty positions that meet one or more of the following criteria:

1. A position that is currently vacant as the result of some prior negative personnel decision (e.g. tenure or code-4 denial).
2. A position that must be filled in order to prevent the loss of student credit hour production in the relevant unit.
3. A position that must be filled in order to maintain program offerings that are essential to the degree requirements of students in a given unit.
4. A position in a unit that has recently shown student credit hour growth or a unit that has made significant recent progress in improving course accessibility for students.

Once requests for exemptions have been reviewed, each dean will be notified as to whether or not any of their requested exceptions have been approved. In the case of those positions that are granted exceptions, the normal search processes will resume immediately following approval of the exception. For those positions that are not exempted, all search activities should cease and all candidates should be notified that the search has been terminated due to budgetary constraints. Each unit's 1997-98 I&G budget will automatically be reduced by the

total cost of that unit's frozen tenure-track faculty positions. However, for each position that remains frozen, part-time instructional funds will be added to the 1997-98 I&G budgets of the affected units to cover the cost of course instruction that has been lost via the freeze.

It is anticipated that while some exceptions to the freeze will be granted, the total number of approved exceptions will be very small. As the cover memo accompanying this document explains, without the imposition of a very extensive hiring freeze, it simply will be impossible for us to meet our known budget reduction goal of 3.4% and there is a realistic possibility that we may be required to cut even deeper into next year's I&G budget. In short, we have no choice but to place strict limits on the number of faculty hires we make this year regardless of how important these positions may be.

One final note that we discussed in our last Deans' Council meeting should be repeated as we undertake this process. This freeze is only one component of what will be a more extensive budget reduction plan. Thus, units that lose a disproportionate number of positions through this freeze will be asked to make relatively smaller budget reductions in other areas. The goal is to ensure that no unit is asked to make a larger than normal sacrifice simply because that unit currently has a greater than average number of faculty vacancies it had hoped to fill this year.

**PRELIMINARY PROJECTIONS FOR ALLOCATION OF FUNDS
FORMULA INSTRUCTION AND GENERAL
FY 1997-98**

Base Changes

REVENUE CHANGES

General Fund Formula Changes

Workload Changes	(1,163,578)
Oper & Maint of New Space	936,543
Compensation Appropriation	
Legislative Tuition Credit	
Subtotal	(227,035)

Changes in Tuition Revenue

'97 Tuition Shortfall	(1,336,800)
'98 Tuition Decline ('97 level less additional 1.5%)	(1,936,800)
Subtotal	(3,273,600)

Total Revenue Changes	(3,500,635)
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ALLOCATIONS

Unavoidable Expenditure Increases

New Space Maintenance & Oper	936,543
Fringe Benefit Base Increases	250,000
Faculty Promotions	125,000
Pharm D Formula Funding	270,000
Other Critical Needs	155,000

Subtotal	1,736,543
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Employee Compensation

Total Allocations	1,736,543
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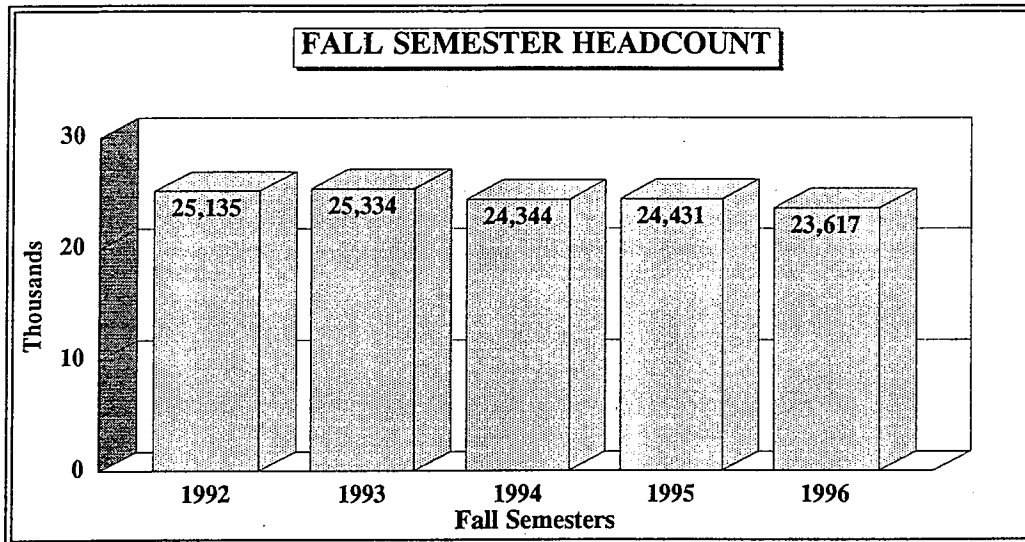
Revenue over (under) Allocations	(5,237,178)
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1996-97 Expenditure Level	156,180,542
Reduce Base	(5,237,178)
New Base	150,943,364
% Change	-3.4%

ONE PERCENT NUMBERS

Compensation Increase	1,326,000
UNM Tuition and Fee Increase	450,000
Legislative Tuition Credit	316,195

THE UNIVERSITY OF NEW MEXICO
Office of the Registrar
Fall 1996 Official Enrollment Report
Main Campus
As of the Census Date, September 13, 1996



	Fall <u>1992</u>	Fall <u>1993</u>	Fall <u>1994</u>	Fall <u>1995</u>	Fall <u>1996</u>	Percent Change <u>From Fall 1995</u>
Headcount	25,135	25,334	24,344	24,431	23,617	-3.33%
Student Credit Hours	264,989	268,459	255,598	255,159	246,471	-3.40%
Full Time Equivalent	18,285	18,508	17,653	17,625	17,054	-3.24%

Headcount by Enrollment Status

<i>Enrollment Status</i>	Fall <u>1992</u>	Fall <u>1993</u>	Fall <u>1994</u>	Fall <u>1995</u>	Fall <u>1996</u>	Percent Change <u>From Fall 1995</u>
Returning	18,877	19,136	18,545	18,334	17,774	-3.05%
Readmit	1,671	1,514	1,395	1,526	1,535	0.59%
New Beginning Freshmen	1,758	1,926	1,819	1,819	1,660	-8.74%
New Beginning Other *	185	124	117	191	146	
Transfer Undergraduates	1,183	1,177	1,124	1,180	1,138	-3.56%
Transfer Other *	1,461	1,457	1,344	1,381	1,364	-1.23%
Total Headcount	25,135	25,334	24,344	24,431	23,617	-3.33%

* "New Beginning Other" includes first-time students to any university admitted into non-degree, or into an associate degree granting program. "Transfer Other" includes non-degree and graduate transfers. "UNM branches" not included in these transfer counts.