Memorandum

To: UNC Asheville Faculty Senate
From: Jane K Fernandes, Provost
Subject: Report on activity of the Position Allocation Committee (PAC)
Date: March 4, 2014

As stated in the Faculty Handbook, Section 104.3, Position Allocation Committee: "The Position Allocation Committee (PAC) is the primary means by which faculty can have input into the allocation process whenever a new faculty line is available or whenever an existing line becomes open (through retirement, resignation, or nonrenewal of contract)." The duties of PAC, as specified in the Handbook, are as follows:

- To make recommendations to the Provost regarding the allocation of faculty lines to academic departments and programs according to a three-year allocation plan that the committee is to develop and continually update.
- To develop and annually revise faculty hiring guidelines.
- To consider which responsibilities originally delegated to the Council of Chairs could be profitably assumed by the Position Allocation Committee.
- To report annually to the Faculty Senate the three-year allocation plan, changes in hiring guidelines and suggestions as to how the Position Allocation Committee can be a more effective faculty voice.

Since my last update to the Senate (March 25, 2013), the PAC has met regularly to discuss allocation requests for lecturer, visiting professor, and tenure-track positions. This year, the PAC has met six times -- October 2 and 24, November 14, December 5, January 29 and February 6 -- to thoroughly review department and program requests and the justification for them, along with comparative data on the number of faculty FTE per department/program, and the generation of student credit hours and student contact hours per department/program and per faculty member.

In the current environment, with many faculty retirements coupled with budgetary uncertainty, it is not possible for us to develop a meaningful three-year allocation plan. Competing priorities and processes are increasing the complexity of PAC deliberations and the making of recommendations for faculty searches. Three of these are:

- In the last biennium, due to mandated budget cuts, we lost 9.5 faculty lines along with their associated budget allocation.
- Enrollment has not allowed us to generate new faculty lines and, as previously shared, has resulted in a loss of them. This year we had to return 4.27 faculty lines due to lack of enrollment growth, for a total loss of 13.77 full-time faculty positions.
- A growing number of senior faculty are eligible to retire. Regardless of whether individuals choose full or phased retirement, we have been challenged to achieve this generational shift in a seamless way.
On a positive note, within current limitations, over the past year, we have been successful in attracting wonderful new colleagues with outstanding credentials to UNC Asheville. Overall, our new faculty hires have kept an even pace with retiring colleagues.

Current Status

For fiscal year 2013-2014, the University of North Carolina at Asheville is authorized by the Office of State Budget and Management (OSBM) and the UNC General Administration to have 231.3260 faculty lines (Full-Time Equivalents). At this moment, given successful searches this year, searches still in process, and known retirements and resignations, 230.4402 faculty lines are occupied for next year, leaving a balance of 0.8858 faculty lines. Given this extremely tight status with respect to availability of faculty lines, it bears repeating once again that no department or program should expect an automatic replacement when a faculty member retires or resigns.

The university continues to focus on achieving our enrollment targets for next academic year and thus regaining some or all of the faculty lines lost to lack of enrollment growth. Success with our enrollment targets will come from a combination of retaining and graduating enrolled students and meeting our new student enrollment goals. Faculty leadership and involvement in the retention of current students and recruitment of new students is pivotal to our success. Regaining lost faculty lines or generating new ones will enable us to allocate more faculty lines to departments and programs requesting them.

The resulting hires have been made or are in process:

<table>
<thead>
<tr>
<th>Tenure-Track:</th>
<th>Outcome</th>
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<tbody>
<tr>
<td>Biology</td>
<td>In process</td>
</tr>
<tr>
<td>Education</td>
<td>Lee Trey Adcock III</td>
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<tr>
<td>History</td>
<td>Darin Waters</td>
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<tr>
<td>International Studies</td>
<td>Sonia Kapur</td>
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<tr>
<td>Interdisciplinary Studies</td>
<td>Jinhua Li</td>
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<tr>
<td>Management &amp; Accountancy</td>
<td>Gwen Whitfield</td>
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<tr>
<td>Management &amp; Accountancy</td>
<td>In process: Accountancy</td>
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<tr>
<td>Music</td>
<td>In process</td>
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<tr>
<td>Psychology</td>
<td>Heather Ulrich</td>
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<tr>
<th>Visiting Assistant Professor:</th>
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<tr>
<td>Mass Communication</td>
<td>Brandon Bouchillon</td>
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**Lecturer Positions Authorized:**
- Art
- Biology
- Chemistry (2)
- Computer Science
- Drama
- Economics (2)
- Education (2)
- Foreign Languages
- Health & Wellness
- History (two)
- Literature/Language (3)
- Mass Communication
- Management & Accountancy (4)
- Masters of Liberal Arts

**Visiting Assistant Professor Positions Authorized:**
- Foreign Languages: German
- New Media
- Philosophy

**For Fall 2015**

**Tenure Track Searches Authorized:**
- Chemistry
- Computer Science
- Dance
- Economics (2)
- Education
- Foreign Languages: German
- History (2)
- Literature & Language
- Management
- Music
- Philosophy
- Physics
- Political Science
- Psychology

**Tenure Track Searches Denied:**
- Accounting (2)
- Biology
- Computer Science
- Foreign Languages
Management (2)

Tenure Track Searches Pending Authorization:
- Africana Studies/Foreign Languages
- New Media

Lecturer Requests Pending:
- Environmental Studies

Lecturer Requests Denied:
- Classics
- Foreign Languages (2)

Conclusion

In the near term, I anticipate continuing challenges in both getting and allocating positions. While we continue to make progress in closing the difference between our enrollment projection and our actual student admission and retention, this gap results in our inability to generate additional faculty lines. On the other hand, our successes in raising our admissions numbers and our student profile are the results of institution-wide recruitment and retention efforts, which over time will result in regaining positions we have lost. The rising trend of faculty retirement presents its own opportunities and challenges: we will want to balance our need to offer the curriculum broadly, and particularly in departments and programs experiencing enrollment growth, with an equally compelling need to explore programming that responds to the emerging conditions in higher education and in the workforce.