


TO: Chairs/Program Directors

FROM: Leonidas Bachas, Dean 

SUBJECT: FY12 Scheduling, Teaching Assignments & Supplemental Funding Needs

ATTACHMENT: 2011-12 Teaching Assignments and Supplemental Needs Template File

DATE: March 7, 2011

DEADLINE: Monday, March 21, 2011

As happens every year, I am asking you to provide the College with specific information regarding your faculty and graduate student teaching assignments for the next academic year, to identify planned or scheduled sections that cannot be covered by your budgeted positions, and to identify the related need for temporary or supplemental replacement positions and/or funding. Your planning should account for multiple uncertainties including but not limited to enrollment, faculty availability and funding availability. Currently, the College provides an additional graduate student line for Departments that have dissertation fellowship winners, however, for FY2012, the College can only provide part-time/overtime (PT/OT) replacement funding for a dissertation fellowship graduate student. There has not been any indication of increased funding for the next fiscal year. Previous messages in reference to no new central or growth funding have been reinforced this year and no change should be anticipated. The College will be expected to carefully review expenditures in terms of 'mission critical' priorities. Requests should be based on anticipated needs and mission-critical in nature for the Department/Program, College and Institution. Requests that do not meet this criteria will be denied despite the fact that approvals have been granted in the past.

The College must continue to place a high priority on the quality of our academic and research programs and student education (both undergraduate and graduate). Limited resources will challenge each unit to think about how to improve upon what is currently being done without compromising and hopefully enhancing the student experience. We encourage you to find opportunities where departments and/or programs can work together and maximize resources.

In addition to continued quality in instruction, the College has placed a high priority on the continued professional development of our faculty, and on the timely completion of doctoral programs by our graduate students. Applications for sabbatical and junior research leave have all been reviewed and approved according to their merits. Both of these programs presume the

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collegial coverage of lost teaching where possible, and the minimization of replacement costs where appropriate. However, we recognize that not all departments or programs can offer essential curricula while reducing replacement costs to zero, and this is the process by which departments should identify their essential needs and the necessary replacement costs.

Department and program curricular planning and faculty and TA assignments should reflect the following:

- 1) Department and program schedules should reflect a careful review of FY11 enrollments and major trends and related impact. Courses that are not requirements for a major should be looked at in depth and should be offered with less frequency should prior enrollment analysis determine a reduced demand.
- 2) Departments must build in flexibility in terms of offerings and faculty assignments to accommodate unanticipated shifts (using closed until announced open sections).
- 3) Decisions regarding approval of funding will be made on a case-by-case basis. Resources are very limited so please use discretion in your requests and only submit those that are mission-critical.

Since there may not be sufficient time for all decisions regarding the continuation of temporary full-time positions and/or PT/OT funding to be made in advance of student advising and registration, your on-line schedule should list the names ONLY for your regular (TT) faculty, for NTT Faculty (lecturers & VAPs) with budgeted positions or individuals for whom you have received written approval of reappointment and funding for FY12, and for continuing funded TAs. List as TBA the instructor for any section(s) needing temporary, part-time or overload appointments **and/or** funding until your completed FY12 Teaching Assignment Forms and supporting documents have been reviewed by the Dean's office and formally approved. Instructor names will be added to the online system as soon as funding is approved. A cover memo requesting supplemental faculty and/or funds should include relevant enrollment trend information and/or explain any changes that have already been made to increase efficiency. It should also address the potential impact to your program of not filling requested positions. **No appointment offers based on PT/OT funding should be made without prior approval from the Dean's office.** The completed templates/excel file, cover memo and any supporting materials should be sent as e-mail attachments to hsilva@mail.as.miami.edu as soon as possible, but not later than Monday, March 21, 2011.

In terms of enrollment management, courses that have low enrollments will need to be cancelled by the Chair/Program Director. "Low enrollment" will be defined as a graduate course (500- or 600-level) with 5 or fewer students or an undergraduate course with 10 or fewer students. Courses that have routinely received only the minimum enrollment will also be reviewed with an eye to possible cancellation and cycling over alternate years. Please do not

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procrastinate on cancellation decisions involving faculty members that need to be reassigned to another course. These faculty members will need sufficient time to prepare and should be made aware that they will be asked to teach an alternate course, even one of a different level or nature within the same semester or teach an additional course in the subsequent semester.

I appreciate your cooperation and your creative solutions to planning for the 2011-2012 academic year. If you have any questions or other ideas for providing course offerings in the current environment, please consult with Traci Ardren, Senior Associate Dean for Academic Affairs.