

Department of Economics
University of New Mexico
The Rules of Governance and Decision Making
Effective January 1, 2001
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Preamble

Faculty participation in the daily affairs of a department is the foundation upon which high-quality academic programs are built and sustained. But of course the hard part is to make sure that faculty governance works in the sense that it is a source of constructive tension and self-critical discourse on the way to consensual decisions. There will be strongly held differences of opinion on many matters that come before a faculty. This is to be expected, and indeed encouraged. But the working rules of governance must be such that stable, fractious, coalitions are difficult to maintain. One possible solution to the problem of stable coalitions is to require super-majorities on important decisions such as recruitment and other personnel decisions¹. In addition, secret ballots may also be an effective mechanism to fracture stable coalitions.

The following Rules are designed to promote consensus in decision making in the department. All votes require a simple majority of the eligible voting faculty unless otherwise specified below.

Structure

The Department Chair shall serve no more than one consecutive 4-year term. The Chair serves at the Dean's discretion, and the department follows the selection process set out by the College of Arts and Sciences, including requests for faculty input.

Eligible voting faculty members are defined in the UNM Faculty Handbook (A51. Faculty Constitution).

There shall be three standing committees covering governance. The **Tenured Committee** will consist of all tenured faculty holding the rank of Associate or Full Professor. The **Salary Committee** will consist of four members of the tenured faculty. The **Salary Committee** will elect its own Chair. The **Personnel Committee** will consist of five members of the faculty including the Department Chair (who will chair the **Personnel Committee**) and one Assistant Professor². The Department Chair will present the proposed slate for the Personnel and Salary Committees to the department for ratification by a super majority of the eligible voting faculty.

¹ The term super-majority denotes an approval of at least 75 percent of the eligible voting faculty expressing an opinion on any particular issue; absentions are not counted. Further, any ballot on which more than 25 percent of the eligible voting faculty abstain or do not vote (yes, no, abstain) is flawed and is not binding.

² In any given year, if there are no assistant professors in the department, then the only required member of the Personnel Committee is the Department Chair.

The **Salary and Personnel Committees** will be dissolved and re-elected at the beginning of each academic year. Any opening created by an unanticipated event should be filled by a mid-year election as necessary.

In addition to the Salary, Personnel, and Tenured Committees described above, there will be three other standing committees. These are the Graduate Committee, the Undergraduate Committee, and the Seminar Committee. At the beginning of each academic year the Department Chair will propose members as well as the chairs of each committee. This structure and membership will be approved by a simple majority of the eligible voting faculty.

Committee Functions

Personnel Committee

The entire department must take ownership of the hiring of new faculty members. We believe that relying on a generalized personnel committee is conducive to such participation, and that such a committee will act in the best interests of the department if it conducts its work in an open and consultative fashion.

The **Personnel Committee** is responsible for the development of an annual recruitment or hiring plan that includes draft position descriptions and advertisements. A hiring plan requires approval by a super-majority of the eligible voting faculty. It is expected that the Personnel Committee will draw upon the specialized knowledge of the faculty to help with this process. The Department Chair will convey hiring plans to the Dean.

Once the position search has been approved by the Dean and the Provost, the Chair shall seek the input of the Personnel Committee, and then present a proposed hiring committee for approval by a super-majority of the eligible voting faculty. Hiring committee members must be willing to participate in all committee actions. Once appointed, the hiring committee will report progress to the faculty. Individual faculty members are free to review applicants' CVs and application letters at any time, and to suggest individuals for inclusion. The slates of semi-finalists and finalists will be presented to the faculty for approval by a super-majority of the eligible voting faculty. If a super-majority in favor of extending an offer to a specific candidate cannot be reached, then the department will forgo the opportunity to hire that year.

The Personnel Committee will also be available for consideration of any specialized personnel issues or actions that may emerge. Such actions include the consideration of possible research appointments, following current department guidelines (see Appendix A). Recommendations from the Personnel Committee will be taken to the eligible voting faculty for super-majority approval.

Salary Committee

The Salary Committee is responsible for conducting annual salary reviews of the faculty and making recommendations for salary increments to the Department Chair. The Salary Committee may also identify individuals to be presented to the Dean as deserving of special

salary adjustment. The Department Chair is not a voting member of the Salary Committee. The Salary Committee will follow the current Salary Determination Process as approved by the faculty (see Appendix B). Lecturers will be treated as all other tenured and tenure-track faculty in the Salary Determination Process, with expectations consistent with the individual's terms of appointment (e.g., teaching, research and service mix).

Tenured Committee

Members of the Tenured Committee are expected to participate in the mentoring and evaluation of non-tenured faculty, consistent with current policies and practices of the department.

The mentoring of junior faculty, including junior lecturers, can greatly improve the atmosphere for, and productivity of, junior faculty. Within their first semester at UNM, each junior faculty member will be asked by the Chair to select a mentor from the tenured faculty. It is also possible that a 2-3 person mentoring committee would play this role, and that one member of the committee may be from another department.

The mentor (or the mentoring committee) will meet at least twice a semester with the junior faculty member and be available for more informal interaction. The mentor (or the mentoring committee) will hold these conversations confidential and will not share the content with any other member of the faculty. These conversations must not play a negative role in the annual evaluation of junior faculty. The mentor (or members of the mentoring committee) should be willing to read the academic papers of the mentee and offer advice; make suggestions on outlets for research; perhaps provide academic opportunities for the mentee; and be willing to be an advocate for the mentee with the Department Chair regarding committee assignments, workload, etc.

The department participates in the promotion processes set out by the College of Arts and Sciences and the Faculty Handbook, with the following input and voting protocols: (1) full professors provide input and vote on all probationary, promotion and tenure decisions involving associate professors, assistant professors, and lecturers; (2) associate professors provide input and vote on probationary, promotion and tenure decisions involving assistant professors and lecturers (3) assistant professors and lecturers do not provide input or vote on any probationary, promotion or tenure decisions.

On retention matters, the department limits input to the College process to members of the Tenured Committee.

Other Committees

As noted above, in addition to the Salary, Personnel, and Tenured Committees, there will be three other standing committees. These are the Graduate Committee, the Undergraduate Committee, and the Seminar Committee. At the beginning of each academic year the Department Chair will propose members as well as the chair of each committee. The membership will be approved by a simple majority of the eligible voting faculty. The Department Chair, in

consultation with the chairs of the Undergraduate and Graduate Committees, will specify all teaching assignments. The Graduate Committee establishes criteria for selecting and assigning university-funded Teaching Associate, Teaching Assistant and Graduate Assistant positions.

Other Considerations

The Department Chair shall announce the agenda and give adequate notice before calling any faculty meeting. The Chair shall provide sufficient information necessary to appropriately describe each agenda item. Once a faculty meeting has convened, the Chair shall allow faculty to include additional items for discussion but not voting. Any non-procedural agenda item, which will require a vote, must be announced at least two days in advance.

Department meetings may be called at the discretion of the Department Chair or upon request by at least three members of the eligible voting faculty.

If a faculty member must be absent from a meeting, he/she may leave a proxy for a specific agenda item and/or how to vote on the issue.

A record of all motions acted upon in department meetings and the resulting vote on each motion will be maintained and made available to all members of the department.

Any policies and practices of the department referred to in this document are attached as Appendices. Revisions to these policies and practices shall be undertaken and voted on by the eligible voting faculty in a separate ballot.

Amendments to this Rules document shall require a super-majority of the eligible voting faculty.

Appendix A: Research Appointment Guidelines
Approved November 4, 2015

The guidelines for offering a research appointment in the Department of Economics are as follows:

1. Formal letter requesting the appointment is required. Includes:
 - Statement of work or activity
 - Funding source
 - Research title requested (out of those available in the UNM Faculty Handbook)
 - Current CV
 - Letter of support from faculty or university member
2. Personnel Committee evaluates the request. If minimum qualifications are met (see 4 below):
 - Personnel committee will bring the packet to the eligible voting faculty for a vote (75% required for a personnel issue) to extend an invitation to present a seminar in the department and meet with faculty members
 - After presentation and meetings, eligible voting faculty will meet to discuss and vote to extend appointment or not (75% requirement)
3. Appointment for the duration of one-year. Must be re-approved by the eligible voting faculty for a continuance. Continuance guidelines:
 - Results from previous year
 - Value added to the department
 - Work and funding to cover the next year
 - In the case of appointments that have multi-year funding, an up-date on work is required
 - 75% majority required for re-appointment
4. Minimum requirement for a faculty research appointment (determined by the Personnel Committee):
 - PhD is in Economics or closely related field
 - Experience commensurate with the position
 - Scholarly work

Appendix B.: Salary Determination Process
Proposed 11/08/01 – Adopted 11/26/01
Effective 12//1/01

1. Every Fall Semester, the Department Chair nominates a 4 person Salary Committee (not including the Chair), which must be approved by a 75% super-majority of the eligible voting faculty. [Thereafter, recommendations from the Salary Committee must be supported by at least three committee members.]
2. By the second week of February, every Spring Semester, each faculty member submits to the department administrator a current curriculum vitae (CV) and a Calendar Year Salary Document (CYSD) for review, which are circulated to the entire faculty. A permanent file containing salary information from previous years will be kept by the department administrator, separate from department personnel files, and accessible to all faculty. The CYSD should follow the historical format (i.e., including teaching scores, articles accepted etc.), and may include any additional information (e.g., future plans, missing activities, etc.) the individual feels pertinent. CV format is up to the discretion of the individual.
3. Based on the available information from step 2, the Salary Committee recommends to the Chair 0-4 faculty to be placed into group B (“not as good 3 years”) and the remaining faculty to be placed into group A (“good 3 years”). At the same time, the Salary Committee can recommend 0-2 faculty members to the Chair for a merit adjustment. These recommendations are made public and distributed to the Chair and entire faculty, within two weeks of receiving salary materials from step 2.
4. The Chair must either accept or reject (in its entirety) the recommended list (0-2) of nominees for merit adjustments. If accepted, the Chair has the discretion to allocate up to 2% of the total annual salary increase funds available to the department across the merit adjustment nominees³. Of these merit adjustment allocations, no individual may receive more than 1% of the total annual salary increase funds available to the department, or less than 0.5% of the same funds. The Chair’s final decision is made public to the faculty within one week of receiving the committee’s recommendation.
5. The Chair must either accept or reject the Salary Committee’s recommendation for faculty groupings into A and B. If the Chair rejects (publicly, to the faculty), there is one opportunity for revision by the Salary Committee (again, made public to the faculty). The Chair’s final decision must be made public to the faculty within one week of receiving the initial committee recommendation.
6. After an acceptance by the Chair in step 5, and given the remaining salary increase funds available to the department, Group B members receive a 1.5 percent cost-of- living-type increase to their base annual salary. Of the remaining funds available to the department for salary increases, Group A members receive equal percentage increases to their base annual salary⁴. These calculations are to be made by the Salary Committee, and distributed to the faculty within one week of receiving Chair’s decision in step 4.
7. If either the faculty cannot come to agreement on 75% approval of a Salary Committee (after at least three proposals), or the Chair does not accept the Salary Committee recommendation for placements into Groups A and B (with one chance for revision), then the default rule for that year is: equal percentage increases to base annual salaries for all faculty members, given salary increase money available for that year (with no merit/equity adjustments allowed). Final salary determinations are to be made public to the entire faculty within one week.

³ If the dean or college provides a fixed amount (dollar or percent) of merit money available to the department in a given year, then that amount replaces this 2% figure; they are not to be treated as additive. If a salary line is added or taken away (i.e., hire, resignation, retirement) from the department in that year, then that amount shall not be used in calculating the total annual salary increase funds (the increment) available to the department.

⁴ If the dean or college mandates a particular COLA in a given year, then that number replaces 1.5%. This percentage increase can only be lowered, at the determination of the Salary Committee, if the annual percentage increase funds available to the department (after step 5) are less than 1.5%.