

UNIVERSITY OF WYOMING

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To: Academic Deans and Directors
From: Nicole Ballenger 
Date: July 15, 2013
Subject: Academic Position Allocations for FY 2014
Copies: Myron Allen, Carol Frost, Andy Hansen, Kathie Hull, Bill Gern, Bryan Shader, Dorothy Yates, Janet Lowe, Chris Boswell, Bob Sternberg

This memo contains information about:

1. Section 1 (block grant) position allocations for FY 2014
2. Wyoming Excellence Endowment position allocations
3. School of Energy Resources (SER) positions
4. Position allocations supported with other sources of funding

Please pay careful attention to the general and specific conditions associated with the position allocations. *The recruitment authorization forms submitted to Academic Affairs prior to searching must explain how any conditions associated with the position allocation will be met.*

Overview of the CPM Captured Pool

As always, the captured pool includes the section 1 salaries on the lines of all of the tenure-track faculty and extended-term-track academic professional positions (except extension educators) vacated due to retirement, resignation, or death.

In addition, this year's pool of salary dollars available for reallocation includes:

- The funding that was established a number of years ago for a permanent visiting position in African-American and Diaspora Studies (1 position). As of this year, that position is now reallocated as a tenure-track position in the same unit. See the specifics of the allocation below.
- Positions vacated by deans returning to the faculty (1 position), and by faculty assuming dean positions (2 positions).
- Salaries on the lines of vacated permanent faculty positions funded with other resources, e.g. Outreach School tuition revenues (1 position), the Wyoming Excellence endowment (2 positions), privately funded endowments (1 position), the Libraries' collection budget (1 position), and college bridge funding (3 positions). These positions are recorded in the CPM captured pool in order to provide a complete accounting of faculty departures in one central location, and to ensure a comprehensive approach to faculty position allocations. SER positions and tuition-differential funded positions are also included in the captured pool when vacancies in these categories occur.

In sum, the captured pool consists of

54	Vacated section 1-funded positions
2	Vacated Wyoming Excellence chair positions
6	Vacated positions funded with other resources (as described above)
62	Total vacated positions

Section 1 funds available for reallocation

Raises mandated by UW regulation for faculty and academic professionals receiving promotions in rank in FY 2014 are paid from this year's captured section 1 pool. These raise monies return to the CPM pool when the academic personnel who receive them retire or resign from the university.

The section 1 captured pool can be broken down as follows:

Total captured pool (section 1)	\$4,638,361
Mandatory promotion raises	\$284,736
Available for section 1 position and other section 1 salary allocations¹	\$4,353,625

Overview of position allocations

The position allocations for FY 2014 include full or--in a small number of cases--partial funding for 57 section1 positions.² Additional permanently funded allocations include three (3) Wyoming Excellence chair positions, one (1) Outreach School tuition-funded position, and two (2) Library collection budget-funded positions. In total, 63 positions are receiving full or partial permanent funding.

The "other position allocations" section of this memo also describes several additional position allocations, including new SER positions. Please review that section of the memo to find information on positions bridge-funded by the EPSCoR WyCEHG grant, INBRE, and the Biodiversity Institute. Bridge-funded positions — paid for from temporary funding sources in the coming fiscal year — will be moved onto permanent CPM funding in future years.

Twenty-nine (29) of the 57 section-1 position allocations are for positions that are currently unfilled and for which searches may be initiated immediately. In a few cases, the dean may determine there is a need to hold the position for a year before beginning a search in order to accumulate sufficient start-up funds to support state-of-the art research infrastructure for the new hire. However, eventually the allocation must be used to fill an appropriate position.

Twenty-eight (28) of the 57 positions receiving section 1 funding are already filled. The reasons for the significant number of already-filled positions merit special note. The breakdown of the 28 already-filled positions is as follows:

- 5 positions are filled already due to exigency replacement authorizations that occurred when a position was vacated too early in the academic year to leave it empty.
- 12 positions are filled already due to authorized target-of-opportunity or spousal-accommodation hires that have been supported with college or other discretionary funds until permanent salary dollars could be allocated through the CPM process. These hires, which also help promote faculty diversity, occurred over a period of several years.
- 4 positions are filled already due to having completed dean searches in the College of Arts & Sciences, the Outreach School, and the School of Pharmacy during the year, and due to the return of the Outreach School dean to a faculty position.

¹ Other uses are possible, but to date CPM dollars have been used exclusively for salaries.

² The monies associated with position allocations are in most cases the full amounts needed to fund the salary. In some cases the amounts are less. This may be the case if the position is being "ramped up" to full time, had received a partial CPM allocation in a prior year, or has some other source of funding for some portion of the salary.

- 7 positions are filled already due to moving college-funded or otherwise not-fully CPM-funded positions onto the CPM budget. Several of the positions in this category began as temporary positions created by A&S to support general education instruction in English composition and basic biology because teaching resources were inadequate at the time. Several of the positions in this category had received partial CPM funding in prior years—enough to fill the position when combined with other college funds.

In addition to the monies allocated for positions, the CPM allocations include funding for additions to the salary lines on some current positions. Most such additions are due to retention-motivated salary increases negotiated during the academic year.

The breakdown of the section 1 allocations is as follows:

Total allocations net of promotion raises	\$4,353,625
Position allocations	\$4,046,048
Additions to salary lines	\$102,326
Net balance of contract owed in FY 2014	\$205,251

All CPM captured dollars are returned to the academic units in the form of academic salaries. Unlike last year, which was an exception, no CPM dollars are being withheld for the purpose of funding a university budget reduction or any other uses.

General Conditions on Position Allocations

All deans, directors, department heads, and search committee chairs should read these conditions carefully.

1. Unless otherwise specified, all position allocations are for entry level hires, and the amounts are based on average salaries observed at U.S. public research universities, by academic discipline, using the annual Oklahoma State University survey. Exceptions are Wyoming Excellence chair positions and SER positions. Colleges that offer salaries greater than those allocated through CPM should assume that the department or college will make up the difference. Additions to salary lines may be requested through the CPM process in future years, but additions due to hiring at higher-than-authorized ranks will not receive high priority.
2. In general, searches are to be conducted during the coming academic year. The monies allocated from the CPM pool are available to the colleges for short-term hiring in support of the teaching mission while searches for permanent positions are underway. Monies allocated may also be used for one-time funding for start-up packages in order to launch successful programs of research by new faculty hires. *Deans should discuss any additional anticipated start-up needs with the Vice President for Research and Economic Development or, if appropriate, the Director of the School of Energy Resources, as soon as possible.*
3. As the March 2013 call for position requests indicated, each position allocation must enhance the receiving department's contributions to (a) the university's core teaching mission, and (b) the university's areas of distinction as defined in UP3. (The call for position requests may be reviewed at: http://www.uwyo.edu/acadaffairs/files/docs/position_cfr_13.pdf.) *Recruitment authorization forms submitted for approval to Academic Affairs prior to initiating searches must address these criteria.* Departments receiving allocations that have the ability to contribute to strengthening first-year general education instruction are expected to do so. Recruitment authorization forms lacking the relevant information will be returned.
4. In addition, departments that made commitments to interdisciplinary program teaching, e.g. to the Haub School or the ethnic and gender studies programs, in their CPM position requests must document and reaffirm those commitments on the recruitment authorization form.

List of Position Allocations

The following table lists the FY 2014 position allocations by college and department. Deans should also review the “other position allocations” section of the memo.

College/ Department	Position/Rank	Position description	Amount	Comments/conditions
Ag & Natural Resources³				
Vet Sciences	Full or Associate Professor/Wyoming Excellence Chair	Focus on disease ecology	To be determined	Must contribute teaching to at least one interdisciplinary program.
Vet Sciences	Assistant Professor, 11 month	Parasitologist. Focus on wildlife disease. Involves significant service to state.	\$74,760	Automatic return ⁴ . Teaching commitments to WWAMI and microbiology. Addition to line included in the last allocation below.
Ag & Applied Economics	Assistant Professor	Environmental economics, gender economics.	\$64,080	Spousal accommodation. Position is filled. Teaching commitments in ENR, Gender and Women's Studies.
Plant Sciences	Assistant Professor, 11 month	Plant pathologist. Extension emphasis.	\$72,980	Teaching commitments in Microbiology Program.
Animal Science	Dept. Head/Full Professor, 11 month	Leadership. Animal genomics research.	\$115,700	This allocation comes at a pivotal time for the department's research profile. Acceptable candidates must have strong records of external research funding as well as demonstrated success in leadership of research.
Ecosystem Science & Management	Assistant Professor, 11 month	Herbivore interactions with range. Extension emphasis.	\$81,880	Must contribute to SER/WRRC.
Animal Science	Lecturer, Asst.	Equine science extension & teaching.	\$56,070	Not a research focus for the department, but high student and extension demand.
Family & Consumer Sciences	Assistant Professor	Textiles and merchandizing.	\$58,740	

³ Allocations to the College of Agriculture and Natural Resources represent 89% of the total salary for the position. The remainder of the allocation comes from federal land-grant funds received by the college in support of agricultural research and extension. Academic Affairs does not reallocate these federal funds outside the college.

⁴ Academic Affairs automatically returns to the affected department any position vacated as the result of a negative tenure, reappointment, or extended-term decision in which the department faculty or department head recommended against retaining the faculty member or academic professional.

Plant Sciences	Assistant Professor, 11 month	Applied research and extension focus on weeds.	\$70,310	Located at Powell R&E Center. Must contribute to SER/WRRC.
Animal Science	Assistant Professor	Ruminant nutrition, animal genomics	\$62,300	May delay search for one year to accumulate start up, and while searching for department head.
Plant Sciences	Assistant Professor	Molecular plant pathology	\$22,250	Must contribute LIFE 1010 teaching.
		Additions to salary lines	\$31,716	Retention and to bring salary on line to market
Total			\$710,786	
Arts & Sciences				
Psychology	Assistant Professor	Biological psychology	\$65,000	Exigency allocation. Position is filled.
Art	Assistant Professor	Graphic design	\$62,000	Exigency allocation. Position is filled.
Sociology	Assistant Professor	Theoretical foundations	\$65,000	Exigency allocation. Position is filled.
Communications & Journalism	Assistant Professor	Interpersonal communication	\$60,000	Exigency allocation. Position is filled.
Political Science	Full Professor	Constitutional law	\$134,480	Position is filled. Return to faculty of Outreach School dean.
Theater & Dance	Assistant Professor	Lighting	\$58,000	Position is filled. Target of opportunity.
English	Assistant Professor	19 th century English literature	\$60,000	Replacement for faculty member assuming Outreach School deanship.
Art	Assistant Professor	Art history.	\$52,240	Spousal accommodation. Position is filled.
American Studies	Research Scientist	Folk life specialist	\$18,000	Position is filled. Other half of salary comes from grants.
Botany—LIFE program	Lecturer, Asst.	LIFE teaching. University service courses.	\$40,008	Position is filled. Previously funded on college budget.
English	Lecturer, Asst.	Composition	\$42,168	Spousal accommodation. Position is filled.
English	Lecturer, Asst.	Composition	\$38,004	Position is filled. Previously funded on college budget.
English	Lecturer, Asst.	Composition	\$38,004	Position is filled. Previously funded on college budget.
English	Assistant Professor	Postcolonial and 20 th c. literature	\$60,000	Spousal accommodation. Position is filled.

English	Assistant Professor	Poetry, Literature	\$41,256	Spousal accommodation. Position is filled, ramping up.
Music	Lecturer, Asst.	Music theory.	\$61,980	Spousal accommodation. Position is filled.
Music	Lecturer, Asst.	Violin, UW String Project	\$22,008	Spousal accommodation. Position is filled. This is a half time appointment.
Botany—LIFE program	Lecturer, Asst.	LIFE teaching. University service courses.	\$55,000	Replaces one of two LIFE program departures.
Zoo/Phys.	Assistant Professor	Neurophysiology, physiology service course teaching	\$77,000	Start up to be covered by Neuroscience grant up to \$300K. Must contribute to physiology service course teaching.
Chemistry	Assistant Professor	Inorganic chemistry, chemistry service course teaching.	\$71,000	May hold for one year to accumulate start up. Contact Research Office to plan for start-up funding.
Geography	Assistant Professor	GIS science	\$64,000	Must contribute GIS teaching for ENR and other majors requiring GIS.
Theater & Dance	Assistant Professor	Acting and directing	\$55,000	
AADS & History	Assistant Professor	African-American History	\$64,000	This position allocation converts the permanent visiting position in AADS into a tenure-track position.
		Additions to salary lines	\$18,000	Base increases for faculty serving as department heads
Total			\$1,322,148	
Business				
Economics & Finance	Assistant Professor	Experimental economics, health and food	\$90,000	Spousal accommodation. Position is filled. Position should strengthen research ties with Ag & Applied Economics.
Management & Marketing	Assistant Professor	Marketing strategy	\$97,452	Automatic return ⁵

⁵ See earlier footnote for an explanation of this policy.

Accounting	Full Professor/Toppan Chair	Auditing, fraud, and ethics	\$92,133	Remainder of needed salary to be provided by the Wyoming Excellence endowment in FY2014. In FY2015 remainder of amount requested will be allocated from CPM.
Haub School and Economics & Finance	Associate-Full Professor/Knobloch chair	Conservation finance	To be determined	This position will be fully funded by a combination of Knobloch Endowment and Excellence Endowment funds. (Also see Wyoming Excellence allocations in the "other position allocations" section of this memo.) When the position next becomes vacant, it will return to the Haub School.
Accounting	Assistant Professor	Core teaching	\$130,000	
		Addition to salary line	\$17,048	To bring assistant professor salary in M&M to market.
			\$426,633	
Education				
Secondary Education	Full Professor/Wyoming Excellence Chair	Mathematics education	To be determined	Search initiated in FY 2013 should be continued.
Professional Studies	Assistant Lecturer	Special education	\$60,840	Statewide degree delivery
Professional Studies/UWC	Assistant Professor	Educational administration		Salary of \$62,508 to be paid by Outreach tuition revenue. See additional allocations section of memo.
		Additions to salary lines	\$14,058	Base increases for faculty serving as department heads
Total			\$74,898	
Engineering				
Architectural Engineering	Assistant Professor	Energy conservation and management	\$76,008	Exigency allocation. Position is filled.
Deans Office	Lecturer	Teaching and student services	\$60,000	Spousal accommodation. Position is filled.

Chemical & Petroleum Engineering	Assistant Professor	Membranes research, water quality	\$20,424	Links to SER, diversity in STEM. Brings filled position up to 1 FTE.
Total			\$156,432	
Health Sciences				
Pharmacy	Full Professor & Dean		\$150,00	Position is filled.
Pharmacy	Assistant Professor	Social & administrative pharmacy	\$80,350	To fill behind new Pharmacy dean
Social Work	Full Professor & Director	Leadership	\$80,388	Position is filled. Remainder of salary needed was allocated last year.
Social Work/UWC	Lecturer, Assistant	Delivery of the Social Work degree at UWCC.	\$24,090	Position is filled. Remainder of salary was allocated previously.
Nursing	Assistant Professor	Core teaching in BS & MS programs	\$75,000	
Pharmacy	Assistant Professor	Physiology of human disease	\$75,000	Authorization to recruit is contingent on a documented plan by the School of Pharmacy to develop other faculty members' capacities to teach in this area.
K&H	Lecturer, Assistant	Service courses for pre-health care profession students	\$48,099	
Nursing	Assistant Professor	Development of new Nursing DNP program	\$75,000	
Communications Disorder		Addition to salary line	\$2,508	To complete salary of last year's new hire.
Total			\$610,437	
Law				
	Assistant Professor	Prosecution clinic & criminal procedures	\$88,008	Position is filled. Target of opportunity.
	Assistant Professor	Water & natural resources law	\$88,008	Must strengthen Law-SER linkages. Visiting professor in place for the coming year.

	Assistant Professor	Trial practice & legal writing.	\$88,008	
	Assistant Professor	Business & international law.	\$88,008	
	Full Professor	Addition to salary line	\$18,996	To bring salary on line to market.
Total			\$371,028	
Libraries				
Digital Collections	Division Head/Assistant Librarian	Digital collections development		Exigency authorization. Position is filled. Salary of \$62,700 is funded by the digital collections budget.
Technical Services	Assistant Librarian	Metadata librarian	\$48,000	
Collection Development	Assistant Librarian	E-Resources librarian.		Salary of \$48,000 to be funded by the Collections budget. See "other position allocations."
			\$48,000	
Academic Affairs				
Haub School of Environment and Natural Resources	Assistant Professor	Natural resources science and policy/law interface	\$68,000	The allocation must result in stronger curricular linkages between the Haub School and the School of Law per memo from Provost Allen dated July __ 2013.
Haub School and Department of Economics and Finance	Associate-Full Professor/Knobloch Wyoming Excellence Chair	Conservation Finance	To be determined	This position will be fully funded by a combination of Knobloch Endowment and Excellence Endowment funds. (Also see allocations listed above for the College of Business and Wyoming Excellence allocations in the "other position allocations" section of this memo.)
Arts & Sciences	Dean and Full Professor		\$200,004	The position is filled.
Outreach School	Dean and Full Professor		\$160,008	The position is filled.

TOTAL SECTION 1 POSITION AND OTHER SALARY ALLOCATIONS			\$4,148,374	
Adjustment to meet balance of payment commitments in FY 2014			205,251	Academic Affairs will pay these one-time balance-of-contract commitments in FY 2014, then add the next year's recurring amount to the CPM pool for FY 2015.
Mandatory promotion raises			284,736	
TOTAL SECTION 1 ALLOCATIONS			\$4,638,361	

Wyoming Excellence Endowment Allocations⁶

Last year's allocations from the Wyoming Excellence Endowment funds received by UW from the state, pursuant to W.S. 21-16-1204, included funding for six new senior faculty members or visiting scholars. During FY 2013 four of those positions were filled, in Nursing (full professor), Global and Area Studies (permanently funded visiting scholar position), American Indian Studies (permanently funded visiting scholar position), and the Haub School of Environment and Natural Resources (full professor and director of the Biodiversity Institute). Searches are still underway to fill the additional two positions in Law and Community Economic Development and Planning. The affected units are expected to conclude those searches during FY 2014.

Wyoming Excellence endowment allocations for FY 2014 include the following:

College/Department	Position	Comments
Agriculture & Natural Resources/Veterinary Sciences	Wyoming Excellence Chair in Wildlife-Livestock Disease Ecology	This position allocation replaces the prior biology position in the College of Agriculture and Natural Resources vacated in January 2013. The selected candidate must contribute to teaching in at least one interdisciplinary degree program and must enhance research linkages between Vet Sciences and the interdisciplinary degrees (Ecology, etc.). The ability to garner competitive external research funding is a strong expectation for this position.

⁶ Reports to the Wyoming State Legislature that describe the currently funded positions and the annual accomplishments associated with these positions can be found at: http://www.uwyo.edu/acadaffairs/plans/leg_init/index.html

Haub School of Environment and Natural Resources/College of Business Economics & Finance	Wyoming Excellence and Knobloch Chair in Conservation Finance	This allocation of Excellence funds completes the funding required for a position in conservation finance endowed by the Knobloch Foundation. The specific funding arrangement will be documented by the Office of Academic Affairs in conjunction with the Haub School and the College of Business once a candidate is selected. If the position becomes vacant, the Haub School may reallocate the position to Economics & Finance or to another disciplinary department as appropriate.
College of Education/Secondary Education	Wyoming Excellence Chair in Math or Science Education	The position allocation replaces the mathematics education position in the College of Education vacated this summer by Professor Larry Hatfield. The legislation that created the endowment mandates that four of the Wyoming Excellence chairs be in the College of Education. The ability to garner competitive external research funding and to supervise doctoral students is a strong expectation for this position.

School of Energy Resources Allocations

During FY 2013 the SER filled a new position in petrophysics. The candidate who accepted the position will hold a joint appointment in Geology and Geophysics and Chemical and Petroleum Engineering beginning this fall.

In addition, a new SER position was allocated to College of Law for a position in energy law with an emphasis on oil and gas law. The College is expected to search and fill the position in FY 2014.

The SER leadership continues to be interested in filling new positions in geomechanics, petroleum systems, and energy finance, business or accounting. Please contact SER director Mark Northam or associate director Don Roth for additional information regarding these SER position opportunities. *Deans and departments are expected to proactively seek out these opportunities in order to build depth in energy-related sciences across the institution. The allocation of the geomechanics and petroleum systems positions must clearly address the expectation by the Governor and Legislature that UW will pursue a top-tier program in engineering. The Dean of Engineering and Applied Science must develop a proposal for these positions, for review by the Office of Academic Affairs, no later than August 31, 2013. The SER director must discuss these allocations with the Office of Academic Affairs before making them.*

Other position allocations

Periodically, other resources are available and appropriate for funding permanent academic positions. Several such situations that pertain to new position allocations in FY 2013 and FY 2014 are described below.

Libraries collections budget supported positions. One source of limited faculty position funding is the increased state appropriations for UW library collections pursuant to the university's 2013-2014 biennium budget request, which enabled the UW Libraries to become a member of the Greater Western Library Alliance (GWLA). UW's budget request identified the need for "a judicious mix of staffing resources needed to manage a larger collection." Consistent with that need, and the priorities for this year's CPM allocations, the Libraries may fund an assistant librarian faculty position in the Collections department to assist in building the electronic resources collection. The salary requested and authorized is \$48,000.

Outreach School tuition revenue supported positions. Over the years, the Outreach School has used its student-generated tuition revenues to support distance-delivered courses and curriculum when college resources and permanently section 1-funded positions have been inadequate to meet demand for distance delivered courses. During FY 2013 the Outreach School began the process of funneling 50% of all Outreach School tuition revenues directly to the colleges. With that change, the colleges assumed

responsibility for funding any faculty positions previously supported directly by the Outreach School. Commensurate with this shift, the College of Education may move ahead to refill the OS-supported vacated position in educational administrative in Professional Studies. The tuition revenues needed to refill the position amount to \$62,508 plus associated employer paid benefits (EPBs). The dean of the college and the dean of the Outreach School should work together to ensure a sufficient, appropriately timed revenue stream to support the position.

EPSCoR WyCEHG bridge-funded positions. A \$20 million NSF EPSCoR grant (2012-2017) to UW will support the hire of four tenure-track faculty, two facility managers, and two cyberinfrastructure academic professional over a five-year period. These positions will contribute to the success of the new Wyoming Center for Environmental Hydrology and Geophysics (WyCEHG). EPSCoR will provide support to successful position requests through salary bridge funding and start-up contributions. In fall 2012 the EPSCoR leadership received authorization to seek proposals for a hydrogeophysics position. The departments of Geology and Geophysics and Civil and Architectural Engineering successfully bid for that position, a search was conducted, and the position is now filled. Teaching commitments are to both departments. This year's CPM requests from the College of Agriculture and Natural Resources included a proposal for a watershed management position developed by the Department of Ecosystem Science and Management. The position has the potential to align closely with the WyCEHG position priorities. The Office of Academic Affairs expects the department and WyCEHG to formulate a mutually beneficial position, to be bridge-funded by WyCEHG for one year. If this effort succeeds, then the department may initiate a search in FY 2014. If filled, the position will receive CPM funding in FY 2016. If the effort fails, the department will not receive authorization to hire, and the EPSCoR director and the Vice President for Research and Economic Development will have to consult further with the Office of Academic Affairs to determine where the position should be allocated. In no case may faculty positions be allocated without approval from Academic Affairs.

Biodiversity Institute bridge-funded positions. A significant private gift to the Biodiversity Institute, a division of the Haub School of Environment and Natural Resources, provides funding to jump start increased faculty depth in biodiversity-related research and teaching in the several departments and colleges of the university where such expertise can be located. The Biodiversity Institute has agreed to bridge fund assistant professor positions in evolutionary biology (in the Department of Botany) and population biology (in the Department of Zoology and Physiology) for two years. At the end of the two-year period, the salaries will be fully funded with section 1 (CPM) dollars. The positions will enhance undergraduate teaching in general ecology and LIFE, and contribute to graduate education in the respective departments and the graduate Program in Ecology (PiE).

INBRE bridge-funded positions. The Wyoming IDeA Networks for Biomedical Research Excellence (INBRE) is funded by the National Institutes for Health National Center for Research Resources. Wyoming's INBRE strengthens biomedical-related research at UW and the Wyoming community colleges, and creates a pipeline for undergraduate students to advance in the biomedical sciences. In FY 2014 and FY 2015 INBRE will bridge fund and provide start up for a position in the Division of Pharmacy. The position is to be focused on metabolic disease and cardiac studies, which is an INBRE priority. The position will contribute to teaching in areas outside the School of Pharmacy that have relevance to the health care professions, to the Ph.D. program in Biomedical Science, or both. The dean of the College of Health Sciences has committed the next faculty retirement in Pharmacy as the source of permanent funding for this position. Should a retirement not occur by FY 2016, then the college will provide bridge funding until such time that a retirement occurs.

Summary remarks

The annual central position management process is designed to manage the pool of funds created by vacated faculty lines for its highest priority uses. The majority of the pool is reallocated to faculty positions—every department's most prized resource—based on priorities established by the academic deans and directors in collaboration with their department heads. A much smaller but not insignificant portion of the pool is used for mandatory promotion raises (when other raise monies are not available) and for well-justified salary increases, particularly for retention of faculty who have received offers from

other institutions during the year. What this year's process demonstrates is that it is possible to create new faculty positions and correct funding problems with existing positions through wise use of CPM resources. Only the need to pay promotion raises from the pool kept us from creating several new positions this year.

Except in 2012, when there were budget reductions to manage, the CPM process has consistently ensured that faculty salary dollars continue to be used for faculty positions and salaries rather than being siphoned off for other uses. Although the deans may request CPM dollars for other needs, they have never done so during the almost decade and a half of CPM's existence. The process also ensures that every college has mandatory raise monies for all promoted faculty and academic professionals on extended term tracks, regardless of how many promotions were earned in each unit.

The annual process serves the important functions of information sharing and the recognition of mutual interests among the colleges. Through CPM, each dean becomes aware of the other deans' priorities. This process not only builds awareness and appreciation, but creates the opportunities to identify synergies through the formulation of joint position requests and creatively crafted positions that help UW achieve multiple and often multidisciplinary goals. Finding such synergies enriches the learning environment for students and the scholarship opportunities for faculty colleagues, as so many excellent faculty hires have proven. *Especially in leaner budget times it's imperative for all of us, as academic leaders, to make every position count in as many ways as possible toward institutional goals for undergraduate teaching, research, graduate education, and service to the state and the broader world.* In this respect, a careful reading of this memo will illuminate numerous positions that fill more than one important bill. The folks who will fill these positions are the creators of UW's future.