

Department of Anthropology
Response to the Academic Program Review
Michael W. Graves, Chair
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Background

In 2007 the Department of Anthropology at the University of New Mexico was notified it would undergo a comprehensive review, coordinated by the Office of Academic Program Review (a part of the Office of the Provost and Senior Vice President for Academic Affairs). The Department previously completed a review in 1996 when the Office of Graduate Studies supervised the process. This was to be the first UNM program review for the new Department Chair, Michael Graves. Working with Bessie Gallegos, APR Coordinator, the Department of Anthropology prepared a Self-Study as the first part of its process of Academic Program Review.

The Self-Study was co-authored by Regents Professor and Associate Chair Marta Weigle and Department Chair Michael Graves and a first draft of the report was ready in September 2008. That draft was vetted in late September and early October 2008 by the Department's Advisory Group whose members represent the three subfield concentrations (Archaeology, Ethnology, and Evolutionary Anthropology), and the faculty directors of the undergraduate and graduate programs, along with the Associate Chair and Chair of the Department. Weigle and Graves met with administrators and faculty representatives in early October to discuss the draft report and a final version of the report was prepared by October 16, 2008. This final version of the Self-Study was submitted at that time to an external review team chosen by the Department of Anthropology and comprised of Dr. Timothy Earle (Northwestern University, Archaeology), Dr. Yolanda Moses (University of California-Riverside, Cultural Anthropology), Dr. Richard Wrangham (Harvard University, Human Evolutionary Biology), and Dr. Melissa Axelrod (University of New Mexico, Department of Linguistics). The external review took place the first week of November 2008, and the review team's final report was received in mid January 2009. The final report was reviewed by the Department faculty and discussed at the faculty meeting in late January 2009.

Summary of the External Reviewers' Report

The Department of Anthropology received overwhelmingly positive comments in the external reviewers' report. These comments reflect upon Anthropology's role within the University, significant contributions to the history of the State of New Mexico and the University, the high quality education provided, considerable research productivity and external impact, including two top tier journals edited by anthropologists. The external reviewers described the Department as a "jewel in the crown" and a "premier program within UNM." They went on to note how Anthropology was "central to the UNM mission" and of high quality as "one of the top...anthropology programs in North America." The external reviewers encouraged UNM to see to the "Department's continued national and international prominence". Finally, the reviewers noted the excellence and resourcefulness of graduate students, the program's commitment to the Southwest and larger region, and the expansion of public anthropology through the Ortiz Center for Intercultural Studies.

Five main challenges were identified by the external reviewers' report (see page 6) that need to be addressed going forward. These are: 1. Need for a vision for development that would include faculty and programmatic renewal, 2. Development of a comprehensive, multi-year faculty hiring plan, including recommendations to hire a Director for the Ortiz Center and a new Ethnology faculty member; 3. Large size of the graduate program relative to resources that would students with a multi-year package of support, time to degree (especially for the PhD), and effectiveness of the comprehensive exams; 4. Strengthening the undergraduate program, including honors program, staffing for advisement, and faculty investment in undergraduate teaching and students; and 5. Renovating aging facilities-- Anthropology Annex and Bandelier basement offices.

These areas are the focus of the Department's response and action plan and are indicated in the following sections by the bold quotations from the reviewers' report.

The external review team also made a point of stressing the need for UNM to maintain, if not increase, its resource investment in Anthropology, stating that it would be a false economy to diminish funding for Anthropology now as it would be more expensive to renew it in the future. They also insisted that minimally there be a one-for-one replacement of any future retirements or loss of faculty in Anthropology. These replacements would not simply "fill-in" the gaps but would be used by Anthropology to position itself to remain one of the top programs in the country by making key hires to fulfill the strategic goals of the University, College, and Department.

Department of Anthropology Response and Action Plan

The external review team identified five major items as needing attention by the Department and University. These are identified below and in the Action Plan table by number, along with the Department's view and effort to address them. College of Arts and Sciences and UNM resource commitments are also enumerated.

1. Vision

1.1 ***"A vision for [Anthropology's] development over the next ten years..." p 3.*** The Department has now created a comprehensive vision statement to guide its development (see Appendix 1). This statement is inclusive of the three subfield concentrations and offers a dynamic vision for Anthropology at UNM. The Department offers a balance among the subfields that strengthens the overall program, recognizes the historically distinctive and important scholarly contributions of each, and emphasizes several research and instructional themes that articulate the three subfields and which build on the comparative advantages enjoyed by Anthropology in New Mexico. The Department's vision underscores its contribution to advanced education across a liberal arts curriculum, producing knowledgeable citizens and anthropologists whose abilities and insights are needed in the 21st century.

2. Hiring Plan

2.1 ***"A systematic hiring plan should be developed based on the intent to rebuild the program using a clear sense of departmental and subfield objectives within reinforcing webs of interaction." p. 3.*** As with most programs that saw substantial increase in faculty numbers during the 1960s and 1970s, Anthropology at UNM is now facing the demographic turnover of these members as they retire from the University.

Additionally, given the demonstrable productivity of the faculty, other programs in North America have attempted (sometimes successfully) to recruit UNM Anthropology faculty. The Department has risen to these dual challenges in several ways by: consolidating into three subfield concentrations to create critical mass, making concerted efforts to retain its faculty, hiring both junior and senior faculty at key junctures, and most recently by developing a long term hiring plan for faculty renewal. This Plan addresses faculty turnover by recognizing the opportunities for the Department and its subfields to strengthen core areas, to articulate overlapping or reinforcing expertise, to identify new and allied research foci, and to make the case for a more fully integrated Anthropology with the public and the communities in which its faculty serve and students are drawn.

2.1 Presented here is a hiring plan with hires sorted into priorities (1-4). These hires are expected to take place over a period of approximately 10 years (2010-2016), during which a total of 11 faculty would be hired: This plan assumes that going forward all Anthropology faculty members who retire or separate from UNM (estimated to be 8 in total) will be replaced. There would be three new hires (priority #3) that expand the Department's commitment to Native American anthropology, the Ortiz Center for Intercultural Studies, and Human Evolutionary Studies.

Priority #1

2.1a Ethnology (Assistant or Associate Professor, Nagengast replacement, position F90628) Currently under recruitment, the Department has prioritized a sociocultural anthropologist with expertise in communication, ethnicity, and environment. Areal focus preference for American Southwest and Mexico-US borderland, with Greater Mexico and Latin American also considered. Position builds on strengths in political economy, critical theory, globalization, and expressive culture.

2.1b Archaeology (Assistant Professor, Anticipated retirement replacement, position F90498) With the anticipated retirement of Professor Ramenofsky, the Department has prioritized a position in archaeology with preference given to those working on the European Contact Period and the region of the Greater Southwest. Consideration will also be given to those who work in the Late Prehistoric Period (Southwest) and Spanish Borderlands (Contact Period). The program also seeks expertise in one or more of the following: environmental archaeology (including archaeozoology), bioarchaeology, technology, and/or demographic archaeology. The candidate must be able to assume administrative responsibility for the public archaeology MA program. This position builds on Anthropology's strengths in archaeological sciences, human adaptation, technology, and environmental change.

2.1c Ethnology (Assistant Professor, Anticipated retirement replacement, position F90461) With the anticipated retirement of Professor Rodriguez, the Department has prioritized a position in socio-cultural anthropology with preference those who work in Latin America and expertise in one or more of the following: politics of culture, culture as commodity; indigenous networks and social movements; spatial dynamics of inequality and uneven development; new religious movements; gender/sexuality. This position builds on Anthropology's strengths in political economy, critical theory, globalization, and cultural dynamics.

Priority #2

2.2a Evolutionary Anthropology (Assistant Professor, Anticipated retirement replacement F90688) With a possible opening in evolutionary anthropology, the subfield

has prioritized a position specializing in human biological and behavioral adaptation to ecosystem variation and/or environmental change; geographic area of expertise will be open. This position will complement both subfield and Department's strengths in environmental studies, human adaptations, and evolutionary science.

2.2b Ethnology (Assistant to Associate Professor, Anticipated retirement replacement, position F90321) With an anticipated future retirement, the Department will seek a sociocultural anthropologist with expertise that will strengthen and/or complement the ethnology subfield in such areas as the environment and resources, language and culture, historical anthropology, cultural landscapes, and will focus on the American Southwest, Greater Mexico, Latin America and indigenous or native groups elsewhere. This position builds on program's and Department's strengths in environmental studies and place-based research.

Priority #3

2.3a Subfield open (Assistant to Full Professor, Ortiz Center Director, new position from vacancy FY0971) The reviewers' report identifies the Ortiz Center as a "centerpiece for the public face of anthropology" and recommends hiring a permanent Director for the Center. This position has a written commitment for partial funding from the Dean of Arts and Sciences and will provide leadership in public anthropology and community-based research, expertise in one of subfield concentrations (or a related discipline), ability to work with Native American and other NM constituencies, demonstrated fund-raising and extramural grant ability.

2.3b. Evolutionary Anthropology (Assistant Professor, Evolutionary Sciences initiative, new position needed) The reviewers identify the Center for Human Evolutionary Studies as having "...high potential for participation of Evolutionary Anthropology [in] develop[ing] a broader University strength." One faculty position included here is part of a written retention offer for Dr. Hillard Kaplan to enhance the University's reputation in this area. This position would be advertised in two of the two departments—Anthropology and Biology-- that comprise the Center for Human Evolutionary Sciences. The position is described as a evolutionary behavioral ecologist, with research interests that complements faculty and integrates with the Center for Human Evolutionary Sciences. Research foci for this position include the evolutionary ecology of immune function, reproductive physiology or family and social organization, with life history theory as a unifying focus. This position builds on strengths in evolutionary studies.

2.3c. Ethnology or Archaeology (Assistant to Full Professor, Native American Anthropologist, new position from vacancy F90411) The reviewers note that "Ethnology and Archaeology have lost scholars of high distinction." This would include Dr. Alfonso Ortiz and Dr. Joe Watkins, two native American anthropologists. The Department has identified a priority for a Native American or Indigenous scholar in anthropology (with preference in Ethnology or Archaeology) or related discipline, with expertise in public anthropology and in cultural and historical preservation, land and water resources, sovereignty, economic development, or health disparities. This position builds on Department's commitment to community-based research and pursuing issues significant to Native Americans.

Priority #4

2.4a Ethnology (Assistant Professor, Anticipated retirement replacement, position F90275) With an anticipated future retirement, the Department will seek a sociocultural anthropologist with expertise that will strengthen and/or complement the ethnology subfield in such areas as the environment and resources, language and culture, historical anthropology, cultural landscapes and will focus on the American Southwest, Greater Mexico, Latin America and indigenous or native groups elsewhere. This position builds on program's and Department's strengths in environmental studies and place-based research.

2.4b Evolutionary Anthropology (Assistant Professor, Anticipated retirement replacement, position F90424) Specialist in human health and disease informed by an evolutionary, cross-cultural and historical perspective. Geographic area open. Position builds on UNM's strength in health sciences and medicine, as well as RWJF Center, and program's emerging focus on behavioral health and health disparities.

2.4c Archaeology (Assistant Professor, Anticipated retirement replacement, position F90319) With a possible future retirement the Department seeks a specialist in Old World Prehistory (Europe, Africa, Near East or Asia) and/or the American Southwest, with preference for expertise in quantitative methods, faunal analysis and/or bio-archaeology. This position will complement both subfield and Department strengths in environmental studies, resource procurement, and human adaptations.

When combined with the Department's hires since 2006, this plan would change the face of the program. While there will clearly be continuity through time, future recruitments will be organized into three or four clusters. They are: cultural dynamics (via identity, gender, ethnicity, labor, and organizational indices) and human adaptations, evolutionary and environmental studies of contemporary and past human (including hominoid) groups, expressive culture and preservation in a globalizing, developing world, and integrative analyses of land, water, health, food, and resources in sustainable adaptations. Cross-cutting all four clusters, the Department will continue its geographic focus on the Greater Southwest, Latin America, and indigenous groups throughout the world: the Pacific, Africa, Asia, Europe, and North America.

A hiring plan for 2010 was submitted to the Dean in May 2009. It targeted the first three positions—two ethnologists and archaeologist—on the long range plan for recruitment. Both positions would replace retiring faculty, deepening strengths in their respective subfields. The Department has completed the 2011 hiring plan and submitted it to the Dean in May 2010

3. Graduate Program

3.1 ***"Department is to reorganize the Graduate Program....too large and poorly funded,...reformulated as an elite program..." p. 4.*** All subfields agree with the external review assessment that graduate admissions need to be selective and we plan on continuing our highly selective admissions policies in each of the three subfields. Evolutionary Anthropology is now within the reviewers' guidelines and currently admits no more than four students per year. The other subfields strive to balance their highly selective admissions policies with the need to serve the state of New Mexico. In keeping

with the mission of a public university, Ethnology and Archeology plan to recruit a larger student body at the M.A. level. Archaeology has recently instituted a Public Archaeology M.A. program that will serve as a separate track for those students who wish to enter the profession as consulting archaeologists, work for governmental organizations, or advocate on behalf of heritage management. Both Archaeology and Ethnology have either a new plan or are in the stages of discussion about a new plan to limit the number of students who continue on to the Ph.D. level.

3.2 "Recommend that the Department re-examine the [comprehensive examination] procedures..." p. 5. The exam structure for graduate students in each of the sub-fields is quite different as they are each geared to slightly different models of career development appropriate to each of the respective subfields. Archaeology has a established an exam structure forged over one and a half years of subfield discussion intended to allow fewer graduate students (no more than 6 per year) to pass into the Ph.D. level of the program. To complete the M.A., Archaeology students will, at the end of their second year, complete an oral exam and revise one paper from a core, required course. This paper will then be evaluated by a committee to determine if the student should move on to the doctoral level. The current comprehensive exam will be replaced with a qualifying take-home examination, following by a specials' examination by a student's committee in areas of research focus. Ethnology is in the midst of discussion on how to formulate a similar structure.

Per the reviewers' recommendations, Evolutionary Anthropology is considering doing away with their graduate exams and focusing instead on the early entry of students into the field, the writing of grant proposals and publishable papers, all with an eye to accelerating time to degree for their students, to approximately five years.

Requirements for doctoral students in the three subfields do vary somewhat in response to the different expectations for training and research and employment opportunities. Archaeology and Ethnology require a longer period of graduate training to be competitive and capable in their specializations. In both subfields, students need to garner outside funding for their field research. To be competitive, Archaeology students need a range of quantitative methods, theory, and in some cases, specialization in biology, chemistry, or physics. Ethnology students need extensive training in field languages (often more than one), history, and theory. In addition to producing publishable papers, Ethnology students are expected to be able to write a theoretically and ethnographically informed dissertation that can, upon defense, be published quickly as a book. In addition to being awarded NSF grants, which the reviewers note, graduate students in Ethnology have received a high proportion of Fulbright Hayes and Fulbright IIE grants to support their dissertation research, attesting to the fact they are being trained in a competitive manner.

3.3 "[Graduate] students will demand reasonably secure financial support, and the Department must work with the University to craft multi-year financial packages." p. 5. This is a long-standing issue for the Department of Anthropology. Traditionally, UNM Anthropology has had limited funding for its top graduate applicants. Peer institutions—all public universities—offer to varying degrees multi-year funding to students they admit. The amount and number of years of funding does vary somewhat across institutions, with the University of Michigan and schools in the UC System offering the most attractive packages. It should be clear however that Anthropology at UNM is

competing for the relatively small set of superior students, all of whom are receiving better support packages from peer institutions.

There have been some efforts to address this. By reducing the number of new graduate students admitted to the doctoral program, Evolutionary Anthropology anticipates it can support more students over a longer time frame. Archaeology and Ethnology are moving towards a similar structure although they will likely admit more students than Evolutionary Anthropology.

3.3a. Three impediments, however, remain. Given the size of its graduate program and Student Credit Hours, Anthropology has fewer GA and TA positions than its peer programs. Anthropology also needs additional GA and TA positions for recruitment of students into its highly regarded doctoral program and in support of the large-sized courses now taught in the undergraduate GE core. As the largest and most prominent graduate program, Anthropology has a relatively low proportion of GA/TA positions. Since 2003, GE core course enrollments—especially in the largest sections--have increased by more than 50% without a concomitant increase in GA numbers.

RA, GA, and TA stipend levels remain below those of peer programs in Anthropology. TA stipends funded through the PTI budget do not come with tuition remission, thus limiting their effectiveness.

As part of the action plan the Department requests four new 0.50 FTE graduate assistantships at ca. \$20,000 per position (salary, tuition, and health care). The Department will use these new lines as two-year awards, with two offered each year on a competitive basis to the Department's subfields. When combined with Hibben recruitment fellowships, we can potentially leverage these new graduate assistantships to fund up to four new students a year with stipends and tuition and health care coverage that would be comparable to peer institutions. With a projected average of no more than 16 students admitted to the doctoral program annually, this funding would cover one-fourth of the new students. No action has yet been taken on this objective.

3.3b. The Recruitment Fellowships funded by the Hibben Trust provide two-year funding for five to seven new students annually, but their impacts are blunted by the fact that students must still pay their tuition and health care coverage from the stipend they receive. The Trust anticipates that it will need to increase stipend levels over the next few years and expects UNM to address the issue of tuition remission and health care coverage. Providing tuition remission and health care coverage to Hibben fellows are critical if UNM hopes to remain competitive in recruiting top Anthropology graduate applicants. The Department recommends that as soon as is possible, a means be found to fund tuition and health care for the Hibben Fellows. The Department has committed \$4,000 to fund tuition for Hibben fellows beginning 2010-11. We request \$32,000 in tuition funding that in combination with the Department's allocation will provide 12 students tuition coverage up to \$3,000 annually.

4. Undergraduate Program

The Undergraduate Committee on the whole accepts the recommendations of the APR external reviewers' report for the department's undergraduate program. Our undergraduate program is complex and multi-faceted involving three areas of specialization (Archaeology, Ethnology and Evolutionary Anthropology), the option of a BA or BS degree, the distributed minor in anthropology, and the departmental honor's program.

4.1 ***"We conclude that as a result both of increasing student numbers and of increasing duties per student, the single staff person responsible for the Undergraduate program is simply overwhelmed. We hope that staffing support can be expanded."*** p. 5 In light of this complexity we accept the APR Review Committee's recommendation and request that staff support for the undergraduate program be expanded to include a 0.50 FTE administrative assistant. Funding for this position is estimated at \$15,000 (not including fringe).

4.2 ***"We recommend strengthening the honors program in order to get undergraduates more involved in research."*** p. 5. We also agree that the departmental honors program should be strengthened in order to involve our best students in research that would propel them in their future careers in anthropology, other social sciences, and many other professions. In order to achieve this, we seek funding for honors' students research activities.

4.3 ***"We encourage the Dean's Office to find creative ways to reward people who are engaged in work with undergraduate students or in major research projects."*** p.5 Finally we also agree with the APR Committee that faculty who are focused upon undergraduate studies, through both teaching and research, should be given rewards and incentives to pursue this focus. To complement the APR Committee's recommendations, our committee seeks support from the administration for undergraduate excellence that does not focus only upon the honors students, who compose only a small percentage of our overall majors. We seek support from the administration to broaden the involvement of all undergraduates in anthropological research of multiple kinds, including those involving faculty who work with communities, field archaeology, and laboratory opportunities. The request is for a total of \$20,000 to support five undergraduates each year in research with Anthropology faculty members.

5. Facilities

The Department's facilities will play an important role if we are to meet future expectations in research, instruction, and outreach. The external review team identified the following as in need of immediate upgrading. Revitalizing laboratory and Departmental teaching space is crucial to teach courses in evolutionary anthropology, to retain and hire first class faculty members, and the renovations will also provide needed research space for an improved graduate program and undergraduate honors program. Laboratory renovation should be attended to immediately.

5.1 ***"Funding [needed] to upgrade the lab facilities in the ... Bandelier [West] basement."*** p. 5. The Department has been assigned space in the basement of Bandelier West (B01 and B02). These two rooms are connected to each other and are accessed through a stairway within the interior of Bandelier West. The rooms are only partly below grade and in B02 have windows on the north side of the building. Total area of the two rooms is approximately 500 sq. ft. At present the rooms are assigned to graduate students and teaching assistants in the subfield. They are also used for storage of research files and other materials.

These rooms could easily be upgraded into laboratory and work areas but cannot in their current configuration because there is only one means of access—through the stairway. The

partly below grade windows in these rooms are sealed with metal screens. In the event of an emergency—fire or flood—there is no alternative egress from these rooms other than the stairway. Additionally, it appears the drains in the floor of this space are not operating properly, again creating a safety hazard.

The Department proposes a renovation of this space to address the safety issues, to improve its utility as a research space for evolutionary ecology. Upgrades would include lighting, ventilation and heating, telecommunications, painting, electrical outlets, and furnishings. Funding for this renovation would come from future BB&R allocations and is estimated to be \$100,000

5.2 "Place renovations of the Anthropology Annex [Building 12]...as a high priority for capital improvement." p. 6 The Anthropology Annex was built in 1938 as the New Mexico State Health Laboratory, a function it fulfilled until the mid-1970s when it was transferred to the Office of Contract Archaeology and then later to the Department of Anthropology for faculty offices, archaeology laboratories, and small-class teaching. It is located on the west side of the Terrace Mall section of campus, near the Engineering Complex. The new Math Science Learning Center will be built to the north of the Annex. Although labeled an "annex," Building 12 is inch-for-inch the most intensively used space in the Anthropology Department and provides office space for nearly one-half the department faculty. It also provides space for one seminar room and two teaching laboratories, as well as several more small laboratories that are used both for teaching and research. All of the faculty members who occupy space in the building have garnered externally funded research grants or contracts.

The Annex has suffered a series of ill-conceived minor remodeling projects that have created an ineffectual warren of small rooms serviced by a nearly dysfunctional heating and cooling system. Over the past several decades large new buildings have been constructed around the Annex, which together with landscape changes (e.g., large parking lots) have created a local drainage system that funnels water into the below-grade loading dock during heavy rains. Water pooling in the loading dock backs up into the Annex basement through exterior doors and floods the basement office and labs to a depth of 1-2 inches several times every year after significant rainfall. The building does not conform to ADA and safety requirements, and is inaccessible to some students. In short, one of the most vital capital assets in the Anthropology Department's mission to enhance student education and maintain the department's high national research ranking is an impediment to achieving those goals.

Of two alternatives for addressing the limitations of the Anthropology Annex—renovation and demolition/rebuilding—the Department would favor the first. The Annex is a historic John Gaw Meem building. In the Getty funded historic preservation review of the UNM campus, it was identified as being of high priority for preservation and eligible for listing on the State Register of Historic Properties.

An Anthropology faculty committee has already prepared a proposal that would provide for the complete renovation and expansion of the Anthropology Annex. The goal is to develop a state-of-the-art teaching and research facility. The existing building has about 9,800 square feet of space and the Department recommends extending the western side of the building out to the limits of the exterior ramp that leads to the basement. This would increase the interior area of the building to approximately 15,000-20,000 square feet.

This capital improvement project to Annex would modernize it, improving building safety, correcting past modifications such as the concrete ramp, and reducing overall maintenance costs. The project would involve at minimum the gutting of all interior space in the existing building, a two story addition to the western elevation that eliminates the below-grade loading ramp, installation of a handicap accessible elevator, a new HVAC system, sprinklers, and upgraded telecommunications and electrical systems.

A renovated Annex would contain the same ratio of laboratory and teaching space to office and other work space, so that approximately 6,000 sq ft would continue be devoted to teaching purposes. The renovation would create two teaching laboratories, each approximately 1000 sq. ft., one bioarchaeology lab at 500 sq. ft., and five archaeology labs (lithic technology, geospatial and imaging laboratory, faunal identification, ceramics, geoarchaeology) of 200 sq. ft. each. Classroom space would constitute approximately 1,500 square feet if the building were renovated.

The renovated building would contain 11 faculty offices, each approximately 250 sq. ft. in size (2,750 sq. ft. total). There would be approximately 1,500 sq. ft. for TA offices and student research offices, including a building/laboratory manager. A single, integrated HVAC heating and cooling system would be provided for the building. Men and women's toilet facilities would be upgraded and perhaps relocated to different areas in the building. New laboratory equipment would be provided that would support two joint use biological anthropology and archaeology teaching labs and one computer teaching laboratory for geospatial analyses. Faculty research labs would be minimally equipped; extramural funding would be acquired for fully outfitting these labs.

This renovation would require an estimated \$8,000,000-\$10,000,00 in capital outlays. This estimate needs verification, however. The source of these funds has not yet been determined but would likely include State CIP funding and/or Bond funding. Anthropology is scheduling a meeting with the Strategic Planning Office in Academic Affairs to begin the process of moving this project into the renovation queue. Anthropology faculty will apply for equipment funding for the research and teaching laboratories through an extramural source.

Summary

As part of the Academic Program Review process, both the Self-Study and external reviewers' report establish the excellence embodied in the Anthropology Department at UNM and identify several key areas that need to be addressed. The program's strength is demonstrated historically and contemporaneously. Since its establishment more than 80 years ago, the Department has attracted a series of prominent anthropologists to the UNM faculty and has provided the intellectual environment for junior faculty to develop into scholars recognized nationally and internationally. Since 1948 nearly 300 PhDs have been awarded in Anthropology, the most at UNM, and 60% of these individuals have been appointed to faculty (or equivalent) positions at more than 200 universities, colleges, research museums and laboratories. Distinguished Professor Lawrence Straus edits and UNM publishes a major journal (*Journal of Anthropological Research*) that is mostly self-funded by subscriptions and a second highly ranked journal (*Human Nature*) is edited by, Professor Jane Lancaster, one of the senior faculty members in the Department

The Department's Self Study presents data encompassing the past five to ten years showing improvements and/or excellence in several areas: publications and invited presentations, external grants and contracts, UNM Foundation fund-raising, number of undergraduate majors, size of the graduate program, number of Student Credit Hours, faculty awards and recognition, public anthropology and outreach, graduate student funding and scholarship, professional and University service, and most recently program curriculum and assessment. Collectively, these data demonstrate why the Department is among the top ranked programs within UNM and in the top 10% nationally of Anthropology graduate programs based on the recent release of data by the National Research Council.

Yet, the program cannot rest on past accomplishments nor can UNM assume its high quality will continue without reinvestment in the Department—in personnel, in funding for students and operations, and in facilities upgrades. This response and the attached action plan present the Department's view of how the University can respond to maintain and strengthen the program. Key to its success will be a series of new faculty hires in all three subfields reflecting research areas that will position the Department for continued excellence; changes to the graduate and undergraduate programs that will improve their funding opportunities and effectiveness in training the next generation of anthropologists; and enhancement of the Department's key facilities, particularly the Anthropology Annex to support teaching and research.

Progress that has been made thus far on the goals and objectives identified as part of the APR are shown in Appendix 2: The Academic Program Review Action Plan.

Appendix 1. Twenty-First Century Visions for Anthropology at the University of New Mexico

Anthropology is the most inclusive discipline in the arts and sciences encompassing the breadth of interests studied in the humanities, social and natural sciences. The field is a microcosm of disciplinary diversity encompassing much of the human experience. Anthropologists do this by virtue of the long time depth (in the millions of years), geographic span (the entire planet), and variety of peoples and environments studied.

The three subfields of **Archaeology**, **Ethnology**, and **Evolutionary Anthropology** provide the organizational structure by which Anthropology's breadth is expressed at the University of New Mexico. UNM Anthropologists share a common goal of assessing and refining ideas about human culture and biology in view of their roles within the discipline.

Simultaneously, these subfields encompass a variety of perspectives and methods through which the lens of culture is applied to human diversity and change in the past, present and future. This diversity strengthens the discipline providing anthropologists with several different frameworks for their studies. The Department shares a tradition of empirically based field and laboratory work across Archaeology, Ethnology, and Evolutionary Anthropology that enlivens research, reinforces commitments to diversity, and provides opportunities for students to learn in realistic settings.

The Department presents here statements prepared by subfield faculty members that reflect their objectives. Each subfield identified a set of theories and methods by which its faculty will prepare students to assume their duties as citizens and to pursue professional careers. These include, among others, political economy, evolutionary, historical ecology, and critical theory approaches to anthropological data. Each subfield faculty has identified core issues and topics within which they will concentrate their efforts. There are also a number of points of articulation across the subfields (and with other disciplines) where, for the purposes of student training and faculty research, the Department will seek to reinforce studies and potential collaborations. Areas of overlap include advancing public anthropology through the Alfonso Ortiz Center; describing the interactions of land use and water and resource distributions on human communities and natural environments; studying bio-cultural evolutionary outcomes involved in different economic, social, and demographic conditions; and furthering the understanding of the transmission and expression of culture through art, music, craft, tradition, and performance. Anthropology at UNM makes good use of its geographic location—in the culturally diverse American Southwest and near an international border—to concentrate on the indigenous and Hispanic cultures of the Americas and Europe, plus areas of the Pacific, Asia, and Africa.

Finally, there are also points of difference and divergence within the discipline. The Department reflects those differences and recognizes they constitute a basis for continuing reflexive discussion and debate. This interaction is vital to the field and intellectual growth for anthropologists. It is also critical if faculty members are to prepare students who have the capacity for understanding others in their own terms and yet who are capable of addressing the challenging issues within their areas of specialization. Variety and breadth of approaches, focus and emphasis on key overlapping research topics, a critical examination of the human condition past, present, and future, and regional strengths, define the characteristics of Anthropology at the University of New Mexico. These constitute a collective and dynamic vision that embraces diversity.

Archaeology Vision Statement

Focus. Archaeology's unique contribution in Anthropology derives from its historical studies that provide greater understanding of the dynamics of past human societies. Archaeology at UNM is a national and international leader in archeological theory and practice. Archaeologists train future generations of educated, well-rounded, innovative and ethical researchers and teachers of anthropological archaeology. The faculty continues to prepare students to contribute significantly to the body of archaeological theory and knowledge, to succeed in obtaining external funding for research and training, and to obtain relevant employment in academic, government, and public sector archaeology. Archaeology's goal is to build on existing strengths, which include unusual depth and breadth of faculty, all of whom have active, funded projects involving student researchers in the Americas, Western Europe, and in the Pacific.

Strengths. Several areas highlight the strength of Archaeology at UNM. Archaeologists contribute to the comparative study of agriculturally based societies and of the development of both early and more recent complex societies, often in fragile physical environments in both the New and Old Worlds and including consequential questions of culture contact. UNM Archaeology is known for its research on prehistoric foraging systems including colonization and subsequent cultural changes under both Pleistocene and early to late Holocene environmental conditions. All archaeologists at UNM are involved in on-going research on human interactions with diverse environments and adaptations to change, both cultural and non-cultural. The Archaeology program includes a diversity of theoretical perspectives and a wealth of methodological expertise, including cutting edge field techniques and laboratory analyses. Students receive training in historical and evolutionary ecology; lithic and ceramic technology; archaeological unit definition and construction; interpretation of prehistoric style and identity; paleo-environmental reconstruction; and the study of past belief systems.

Educational Programs. Undergraduate concentrators in Archaeology are taught broadly in theory, method, and the archaeological records of various world culture areas, and are afforded the opportunity to participate in research through our field schools, laboratories, and other research sites in New Mexico and elsewhere. Baccalaureate students are prepared to make successful applications for graduate school admission and scholarships and/or to seek employment in cultural resource management, public anthropology, or as advocates for historic preservation. The graduate program provides intensive education in archaeological theory and training in the methods of field and laboratory research. Faculty members encourage students to obtain expertise in allied fields such as geology, geography, or biology. The goals are to produce students who are able to think critically and independently, to identify significant research problems, to frame them as workable, funded proposals, and to complete original research leading to the PhD or MA in Public Archaeology. This is done in the context of courses, specialized seminars and faculty field and laboratory research projects. Many students gain experience working with collections at the Maxwell Museum or on projects through the Office of Contract Archaeology. Current research sites include Chaco Canyon (NM), Galisteo Basin (NM), Rio Grande Valley (NM), Alaska, Rocky Mountains (CO, WY), N. Spain, Portugal, Belize, N. Peru, and the Pacific (Hawai'i, Polynesia, and Micronesia).

Articulation. Archaeology is committed to linking its focus, strengths, and educational objectives with both Ethnology and Evolutionary Anthropology. Some points of intra-departmental articulation include contemporary and historical studies of: the political economy and challenges faced by societies and peoples of the Greater Southwest, as well as Latin America and Iberia; behavioral strategies among foraging groups and cross-disciplinary paleo-anthropology; behavioral and evolutionary ecology applications; public and community anthropology; and the material expression of cultural identity and transmission.

The Archaeology program has major areas of cross-disciplinary collaboration, including research and teaching with geologists, geospatial analysts, biologists, paleo-ecologists, soil scientists, demographers, modelers, and material scientists, at UNM and other institutions worldwide.

Ethnology Vision Statement

Focus. Does change create more differences than it effaces? This fundamental question shaped the birth of anthropology and continues to frame the discipline's theoretical and empirical work. In light of this question, Ethnology at UNM focuses on cultural resurgence and globalization in the Americas, primarily the US Southwest and Latin America. Mindful that anthropology is no longer limited to a textual or written analysis of peoples *in situ*, ethnologists explore various forms of representation with participant communities, institutions, interest groups and individuals in regional and global contexts through an intersection of common goals.

Strengths. The Ethnology subfield emphasizes working with participant communities. Ethnological studies include: the transformation of cultural and linguistic heritages; identities (racial, ethnic, indigenous, religious, and gendered); inequalities and the social movements that address them (indigenous rights, human rights, democracy movements, access to health and legal rights); land, water and the politics of place; narrative and memory; expressive culture and cultural poetics; and media and representation.

Educational Programs. The training Ethnology students receive at all levels (BA through PhD) prepares them to research issues that confront local, national and international communities and governing bodies with respect to conflict, identity, inequality, development and cultural representation. Training emphasizes rigorous and theoretically diverse approaches to sociocultural phenomena, the development of strong writing skills, and the use of a broad range of research methods including interviewing, life-history, video and photographic documentation, and participant observation.

Articulation. Ethnology's areas of specialization set the anthropological agenda for larger disciplinary conversations about ethnicity and race, health, the use of resources, systems of inequality, culture history, and the material manifestations of expressive culture. Work in the US Southwest and Latin America complements that of the Archaeology subfield, particularly with respect to the study and analysis of material culture, ritual theory, socio-cultural theory, place and space, intellectual and cultural property rights, cultural resource management, and the representation of indigenous peoples in media, museum, and public culture. Ethnology, Archaeology and Evolutionary Anthropology also share a focus on human knowledge and management of ecology and environment through history and cross-culturally as well as the dynamically changing manifestations of human diversity.

Evolutionary Anthropology Vision Statement

Focus. Evolutionary Anthropology at UNM takes a broad, synthetic approach to understanding the interrelated effects of human biology and behavior in an evolutionary and cultural framework. Because of this perspective, faculty members are recognized for their research nationally and internationally and the program is highly competitive in attracting and placing graduate students. Evolutionary Anthropology faculty make use of systematic comparisons of the behavior, physiology, anatomy and genetics of great apes, human ancestors and living humans (with an emphasis on modern foragers and small scale societies) in order to understand the process of human evolution and the specific selection pressures that shaped the unique traits that characterize our species.

Educational Program. Evolutionary Anthropology offers an educational experience recognized for its high quality, serving the needs of a general education curriculum, anthropology concentrators and graduate education. Faculty employ novel teaching methods and technologies to help students understand how and why anthropologists apply an evolutionary perspective to study the nature, causes and implications of human biological variation. Training prepares students for citizenship today with the ability to analyze the complex nature of global, national and local issues. It also provides knowledge of theory, data and methods to facilitate entry into graduate school or NGO employment in development, health, and social programs.

The Evolutionary Anthropology graduate program provides an in-depth education in the theory, methods and data used to test hypotheses about the nature, evolutionary causes, and scientific and social implications of human biological and behavioral variation. Areas of specialization include human behavioral ecology, life history theory, non-human primate behavior, paleo-anthropology, human biology and genetic anthropology. The Evolutionary Anthropology graduate program is uniquely configured with a focus on theoretical models based on evolutionary theory, testable predictions using empirical data sets, and high level training in skills. Faculty members place high priority in teaching each student a professional-level configuration of skills that is identified as most appropriate for the chosen dissertation project and career trajectory; such as analytic design and data analysis, endocrinology, or analysis of genetic, isotopic, geological or skeletal data.

Articulation. Evolutionary Anthropology has a strong relationship with several faculty members whose research is informed by human behavioral ecology. These archaeologists are informally affiliated and collaborate in graduate training and research projects. The recent establishment of the Center for Human Evolutionary Science (CHES) formalizes a collaboration that has been in place for the last decade among Evolutionary Anthropology faculty and members of Biology and Psychology on the evolution of human behavior including shared curricula and graduate students. Current activity is focused on obtaining a training grant that would support graduate students, post doctoral fellows and research initiatives of new faculty. Evolutionary Anthropology shares with Ethnology a focus on the global problems of the 21st Century: fertility and population growth, limits on energy and food supply, global epidemics and modern, aging and degenerative diseases, intergroup conflict and genocide, and environmental protection and regeneration. Such global issues are complex problems requiring multiple approaches and interdisciplinary collaborative research. Promising collaborations include evolutionary medicine, public health and medical anthropology.

Appendix 2. Anthropology Academic Program Review Action Plan

Program: Anthropology									
Date of Visit: November 2008									
Item	Goals and Objectives	Individual(s) Responsible	Explanation of Resources Needed	Action Taken or Status	Projected Start Date	Date For Completion	Progress Review Date	Funding Needed	Dean's Commitment
1. Department Vision									
1.1	Vision Statement for the Department of Anthropology	Anthropology Faculty, Anthropology Dept Chair		Approved by Department Faculty, 12/2008.	1/1/2009	done	1/1/2010, and annually	\$0	N/A
2. Hiring Plan									
2	10 Year Faculty Hiring Renewal Plan	Anth Chair, Arts & Sciences Dean, Provost & VP for Academic Affairs, VP for Research	Plan based on anticipated retirements, A&S written agreements, Dean's commitment to replace all future faculty separations	Approved by Department Faculty, 01/2009. Plan submitted to Dean . Yearly request submitted in May	8/1/2009	done	8/1/2010, and annually thereafter	\$1,395,000	Hires to be reviewed at time of retirements and in consideration of current budget situation.
2.1	Priority #1: Hiring 3 Faculty, Positions 2.1a, 2.1b, 2.1c, Asst/Assoc Prof	Anth Faculty, Anth Dept Chair	Nagengast retired 7/1/2009. Rodriguez and Ramenofsky retire 7/1/2010. \$200k salary, plus \$100k start up	Recruitment approved by Dean & Provost, 10/2009; submitted 2011 hiring plan	Recruitment for 2.1a completed 6/2010; 2.1b, 2.1c recruitment approved 8/2010	Accepted offer 5/2010	Annually, in September	\$300,000	Support provided budget allows
2.2	Priority #2: Hiring 2 Faculty, Positions 2..2a and 2.2b, Asst/Assoc Prof	Anth Faculty, Anth Dept Chair	Anticipated retirement replacements 7/2011, \$145k salary, plus \$105k start up	Part of Anthropology hiring plan, Dean & Provost approval needed	Recruitment to begin 9/2011	2012	Annually, in September	\$250,000	Will review following retirements and assuming no further budget reductions
2.3	Priority #3: 3 Faculty, Positions 2.3a, 2.3b, 2.3c, Asst/Assoc Prof	Anth Faculty, Anth Dept Chair	New Positions, external review priorities . \$260k salary, plus \$180k start up	Part of Anthropology hiring plan, Dean committed to 2; Provost approval needed	Recruitment to begin 9/2012	2013	Annually, in September	\$440,000	Support pending provided availability of funds

2.4	Priority 4: Hiring 3 Faculty, Positions 2.4a, 2.4b, 2.4c, Asst/Assoc Prof	Anth Faculty, Anth Dept Chair	Anticipated retirement replacements 7/2013-15, \$225k salary, plus \$180k start up	Part of Anthropology hiring plan, Dean & Provost approval needed	Recruitment to begin 9/2014	2015	Annually, in September	\$405,000	Will review following retirements and assuming no further budget reductions
3. Strengthening Graduate Program									
3.1	Support development as elite program	Anth Faculty, Anth Dept Chair	Anthropology is top-ranked graduate program at UNM. Replacement and new faculty (see 2.1), resources for graduate students (see 3.3)	Anthropology completed assessment plan and outcomes (placement) for doctoral program May 2009	8/1/2009	8/1/2012	Annually, in September	(see below)	N/A
3.2	Examine Comprehensive Exams	Anth Dept Chair, Graduate Director, Subfield Graduate Organizers	No resources needed	Subfields are in process or have completed review and changes to graduate exams	9/2009-2011	2011	Annually, in September	\$0	N/A
3.3a	Secure Multi-year Graduate Funding	Anth Dept Chair, Arts & Sciences Dean, Provost, OGS Dean	Four 0.50 FTE GA positions @\$20k each (salary, tuition and health care). Anthropology is top ranked and largest graduate program but with only 8.50 I&G funded GA/TA lines	None as of yet.	9/1/2011		Annually, in September	\$80,000	Support pending provided availability of funds
3.3b	Secure Multi-year Graduate Funding	Anth Dept Chair, Arts & Sciences Dean, Provost, OGS Dean	Tuition Funds (\$36k) for 12 students. Hibben Trust provides \$176,000 annually for graduate fellowships in Anthropology	Discussions held with President's Spec Asst, Provost and Dean. Anth funded \$4k in 2011	8/1/2010	7/1/2011	Annually, in September	\$32,000	Support pending provided availability of funds
4. Undergraduate Program in Anthropology									

4.1	Add Staff to Undergraduate Program	Anth Undergrad Dir, Anth Dept Chair, Arts & Sciences Dean	0.50 FTE Admin Asst @ \$15k annually. Anthropology undergraduate enrollment increased by 50% since 2003; no new staff added	None as of yet	8/1/2010	7/1/2012	Annually, in September	\$15,000	College cannot support at this time
4.2	Strengthen Honors Program	Anth Undergrad Dir Anth Dept Chair	Develop \$15k endowment for honors students. Anth will allocate \$2000 annually.	Completed Establishment of \$16k UNM Foundation Endowment; in FY 2011 Anth allocates \$1k, increase to \$2k in 2012	8/1/2010	continuing	Annually, in September	\$0	The College supports endowment efforts
4.3	Provide incentives for undergraduate research and teaching	Anth Undergrad Dir, Anth Dept Chair, Arts & Sciences Dean, Provost	\$20,000 to fund 5 undergraduate student research assistant positions (\$4 k each) to work with faculty	None as of yet.	8/1/2011	continuing	Annually, in September	\$20,000	The College cannot fund at this time but encourages fundraising efforts to support research
5. Facilities									
5.1	Upgrading Research Space in Bandelier West	Anth DA & Chair, Remodel Office, FREM Administrator	BR&R s to fund renovation to meet safety needs to provide research and office space	Renovation plans are needed for basement space in Bandelier West.	7/1/2009	8/1/2011	Annually, in September	\$100,000	The College supports any UNM effort to secure funding
5.2	Remodeling and Renovation of Anthropology Annex	Anth DA & Chair, Provost, VP for Research, FREM Administrators for Large Capital Projects	\$8-10 m from UNM Bond or State CIP funds for renovation along with \$500k for laboratory equipment	Anthropology has developed a preliminary plan for this renovation. Meeting planned with Academic Affairs Strategic Planning.	7/1/2013	1/1/2015	Annually, in September	\$15,500,000	The College supports any UNM effort to secure funding