

SCHOOL OF ANTHROPOLOGY
University of Arizona

Full Proposal
2/07/09

Contact:

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Units Being Reorganized:

Department of Anthropology (College of Social and Behavioral Sciences)
Bureau of Applied Research in Anthropology (College of Social and Behavioral Sciences)
Department of Classics' Faculty in Classical Archaeology (College of Humanities)

Existing Academic Programs Affected (all to continue):

Department of Anthropology:
B.A., M.A., and Ph.D. in Anthropology

Department of Classics:
B.A. in Classics, concentration in Classical Civilization
M.A. in Classics, concentration in Classical Archaeology

Proposed New Academic Programs – All in the School of Anthropology:

B.S. in Anthropology, concentrations in Biological anthropology and Archaeology
5-Year B.A. to M.A. in Anthropology
Stand alone 2-Year M.A. in Anthropology in Applied Socio-cultural and Applied Archaeology
1-Year Certificate in Anthropology in Applied Anthropology

The University of Arizona's Department of Anthropology has a long and impressive history of world-class anthropological research and instruction. Founded in 1915, the Department as a whole was ranked 5th in the last NRC rankings, its archaeology program ranked 2nd by the Society for American Archaeology, and its linguistic anthropology program ranked 1st. The growing prominence of its biocultural and medical anthropology programs has attracted top students and funding to the Department. The Department has one Distinguished University Professor, three Regents' Professors (and one Emeritus), and the Riecker Distinguished Professor (the first named Chair in the University).

We propose a *School of Anthropology* both in response to the President's call for consolidation and in recognition of this unique opportunity to bring together anthropologists and archaeologists from across campus into a single unit, reinforcing our national and international reputation and attracting renewed interest from donors. We would merge the research faculty of the Bureau of Applied Research in Anthropology (BARA) and the classical archaeologists currently in the Department of Classics, two of whom are Regents' Professors. All of the archaeologists in Classics have active field projects that complement similar projects in Anthropology and would make us the strongest program in Mediterranean archaeology in the U.S. With the re-integration of BARA within the teaching unit of a School of Anthropology, we would also become the premiere applied anthropology program in the country. A divisional structure would be established that would include four divisions for each of the subfields of anthropology, plus one in applied anthropology and one in Mediterranean archaeology. This would formalize applied anthropology as an academic program within the School and allow the two archaeological units to work together in teaching and collaborative research. BARA currently has 11 state-funded faculty and 3 project-supported faculty; while Classics has 5.5 tenured or tenure-track archaeology faculty. State-funded BARA and Classics faculty would enjoy voting rights within the School and would join an appropriate subfaculty (e.g., socio-cultural, archaeology, etc.) as well as their own divisions.

Anthropology's ability to remain a world-class program has been challenged by a relentless series of budget cuts and key retirements, of which only half have been replaced in the past two decades. The nationally recognized strengths of the Department in research, teaching, and service are based on the quality of its faculty and students, but our prominence has also benefited from the dedication and excellence of faculty across campus who have helped train anthropology students, conducted outstanding research, and developed community connections that reach across the Southwest Borderlands and the globe. BARA has been recognized as one of the foremost programs in Applied Anthropology. Since 1952 BARA's research has contributed to theory and practice as well as to the development of participatory and community-based methodologies. Even though BARA has been a separate unit for over 20 years, it provides student training in the Department's Ph.D. concentration in Applied Anthropology and in other departments. The Department of Classics has trained Anthropology students in the classroom and the field since 1937.

Relationship of the Proposed School of Anthropology to the University of Arizona Strategic Plan

The School of Anthropology will contribute to the realization of all four strategic directions discussed in the recently released University of Arizona Five-Year Strategic Plan (2010-2014):

Expanding Access and Enhancing Educational Excellence: By bringing BARA faculty and the Mediterranean archaeologists from Classics into the School of Anthropology we will have the teaching resources to be able to expand the number of undergraduate and graduate students served at the University of Arizona, including a large number of Arizona residents. We also will be able to offer our required classes more frequently, increase the number of students taught in general education classes, and offer more courses for undergraduate and graduate majors and nonmajors. A new B.S. degree is expected

to double the number of undergraduate majors (currently at about 300), preparing students especially in biological anthropology and archaeological sciences. A new five-year baccalaureate to Master's degree program will increase the number of graduate degrees and will be especially appealing to Arizona residents, many of whom wish to stay for graduate work but not necessarily for the Ph.D. A stand-alone M.A. program in applied anthropology, including applied archaeology, will increase the number of graduate students we can serve. Training in Applied Anthropology (and Medical Anthropology) equips students to investigate and address the social consequences of phenomena such as economic development and globalization, climate change, and environmental degradation. Integrating faculty from BARA more closely into the teaching mission of the School of Anthropology will strengthen existing graduate training in these areas. Formation of the School of Anthropology will amplify already established cross-disciplinary research and teaching efforts by the faculty and, importantly, will open up new opportunities for students to participate in research projects and will provide students with the appropriate skills to find work in a variety of fields.

Increasing Achievements in Research, Scholarship and Creative Expression: Faculty and students who will be part of the School of Anthropology are already involved in multi-disciplinary projects within several areas identified in the Strategic Plan: Climate, Environmental, Water and Energy Sustainability; Southwest, Native American, Borderlands, and Latin American Studies; Biomedical and Behavioral Health; and, Law and Public Policy. The intersections between our department and the UA Strategic Plan strengths are explicitly created within several formal concentrations within our graduate program: Applied Anthropology; Ecological and Environmental Anthropology; Medical Anthropology; and Southwest Land, Culture, and Society. By formalizing existing teaching and research collaboration, the reorganized academic unit will permit a more rational and efficient allocation of effort to ongoing and future projects. This larger community of faculty and students in what will become a unique academic unit at the national level will serve as a nexus for fundraising, government grants, and future collaborations.

Expanding Community Engagement and Work Force Impact: Faculty and students who will be part of the School of Anthropology are currently working in a variety of ways with private firms, non-profits, governmental organizations, and NGOs in southern Arizona and the greater Southwest, as well as around the globe. Here again, the reorganization will allow individuals to allocate their time more efficiently to these partnerships. It will provide a larger group of potential student participants in such efforts by making the training program in applied anthropology more clearly articulated within the department. We already know that there is an urgent demand for more applied anthropologists, especially in the southern Arizona community, which we are currently unable to meet. BARA brings to the School of Anthropology a strong commitment to the outreach mission of the University. BARA's faculty have a tradition of applied problem-solving research incorporating community participation and the development of human capacity in such areas as climate vulnerability and environmental change; health and migration; energy extraction and energy policy; cultural preservation; environmental and development impact assessments and studies of environmental sustainability and rural development; and research on youth and education. BARA researchers work closely with Native Americans, Hispanics, refugees, and other minorities both within Arizona and across the nation and also with a variety of disadvantaged populations in Latin America, Africa, and Asia. BARA faculty work from the fundamental principle that we expand knowledge by addressing problems of importance to society. At the same time, BARA has fostered a student-centered research approach, which substantially contributes to undergraduate and graduate education at the UA. The research and empirical experience of its faculty are reflected in BARA's applied curriculum and ongoing efforts to involve students in engaged research and outreach. Research, teaching, and outreach activities address issues of current importance to society as reflected in the UA strategic plan. Hundreds of undergraduates and graduate students have experienced fieldwork, interacted in community settings, and participated in critical decision-making processes through their work with BARA faculty. These unique student experiences will be expanded under the School of Anthropology.

Improving Productivity and Increasing Efficiency: The establishment of a School of Anthropology will increase productivity and efficiency in several ways. First, by merging BARA into the School, we will eliminate a false boundary between anthropologists who serve on and chair student committees in the Department of Anthropology. For students to have advisors who are not voting members of the academic unit awarding their degree has been awkward and inefficient, lengthening time to degree. Second, the mergers of BARA and Classics faculty will increase the number and scope of degrees granted and the number of students served (see below). We expect that our undergraduate and graduate M.A. programs will grow while still maintaining our top ranked Ph.D. program. Third, the mergers will allow us to reconfigure teaching loads for those BARA faculty who do not have active research grants in a particular year, increasing the number of courses offered while allowing those who have large externally supported projects the time needed for them. BARA faculty will teach at least one course per year and some may teach more depending on this reconfiguration. Finally, merging BARA and the Department of Anthropology will allow more efficient allocation of time devoted to contract and grants administration (our two units have accrued over \$22 million in grants and contracts in the last 10 years) and payroll.

Specific Changes in Existing Undergraduate and Graduate Programs

The Department of Anthropology currently offers B.A., M.A., and Ph.D. degrees in Anthropology, with majors in archaeology, sociocultural anthropology, biological anthropology, and linguistic anthropology. We have a dual Ph.D. program with the Department of Near Eastern Studies and a Joint Ph.D. program with the Department of Linguistics. These degrees will continue. With the incorporation of the research faculty from BARA and the archaeologists from Classics into the School of Anthropology, we envision the following additions: (1) a B.S. in Anthropology; (2) a 5-year B.A. to M.A. Anthropology degree; (3) a stand-alone M.A. program (non-Ph.D. track M.A.); (4) a Certificate in Applied Anthropology; and (5) an expanded Ph.D. program to include a concentration in Mediterranean Archaeology. The Anthropology B.A. and M.A. will be expanded to include those students interested in Mediterranean Archaeology; they will be held to fewer requirements in classical language courses than the B.A. in Classics currently requires for the concentration in Classical Civilization or the M.A. requires for the concentration in Classical Archaeology. The Classical archaeologists are committed to assisting their colleagues in Philology in advising Classics majors and minors to ensure that their students are able to get the courses and advising they require to complete their Classics degrees in a timely manner and to continue that degree program as well. Students applying for entry in AY 2009-2010 will be apprised of the transformations and structural changes currently being proposed for the Departments of Classics and Anthropology. The Classical Archaeology faculty will continue to work with their Philology colleagues to teach and cross-list courses for the B.A. and M.A. students of Classics, to ensure that the Orvieto Institute in Italy is open to all students of Classics, and to offer excavation opportunities to students of both Philology and Anthropology. They also intend to offer opportunities for graduate students and faculty in Classical Philology to teach at the Orvieto Institute. The Archaeology and Philology faculty in Classics will also meet periodically to review graduate student applications, coordinate curricular offerings, and select students for awards. In these ways, the Classics programs can continue in a productive, harmonious, and effective way while allowing the Archaeology emphasis to become more fully developed within the School of Anthropology.

Benefits of the Proposed School of Anthropology for Research, Teaching, and Outreach

Benefits to Research: The integration of BARA and Classics faculty into the proposed School of Anthropology would expand the scope and nature of its research, enhancing particularly participatory and community-based research methodologies and experiences and would increase the research revenues in two distinct ways. By merging the three units and bringing aboard two permanently funded staff members from BARA and one from Classics, research support efforts could be expanded through centralization of

payroll, grant, and contract administration. Second, the integration of the three units into the School will foster strong synergistic relationships among the School's faculty, strengthening its environment of exchange and collaboration.

Benefits to Teaching/Training: BARA faculty have always taught extensively in the Department of Anthropology, particularly in courses aimed at training students in applied anthropology, and have been members of graduate committees. The increased recognition of applied anthropology at UA that will come with BARA's integration into a degree-granting unit will significantly intensify student interest and demand for training. Nationally and internationally, BARA has had strong name recognition as a center of applied anthropology training, but BARA has not had a significant voice in the development of the academic program at the UA. Since more than half the Anthropology Ph.D.s nationwide are employed outside of academia, the School structure will attract students who desire to practice anthropology professionally. The integration of BARA faculty will allow the School to improve its applied curriculum, add much needed methodology courses, and provide consistent mentoring to students with applied interests. The anticipated increase in research activity in the School will also support a larger number of students. The School would develop one- and two-year professional M.A. degrees in specific areas where BARA expertise and experience are concentrated, such as development and social impact assessment. The School would also offer short-term training courses to a professional clientele and distance-learning certificate programs.

The Classical archaeologists would bring new opportunities for field training in, and world-class expertise of, Mediterranean archaeology to the School. The University of Arizona is fortunate to have two outstanding archaeology programs in two departments housed in separate colleges, but that organizational model is sorely in need of replacement. Archaeologists in both UA departments increasingly subscribe to a shared constellation of theories, methods, and practices that positively impact all our activities ranging from basic research to the training of undergraduate and graduate students for careers in our discipline. Our undergraduate students in archaeology currently take classes that are cross-listed in both departments and many are dual majors. The B.A. and M.A. in Classics with a specialization in classical archaeology would still be housed with the Classics faculty, but we anticipate a new concentration within our Ph.D. in Anthropology that would focus on Mediterranean Archaeology and on new courses for undergraduate and graduate students.

Benefits to Outreach: Both BARA and Classical archaeology faculty will bring to the School a research approach that is based both on the expansion of knowledge and on problem-solving that often involves community/stakeholder participation and includes educational opportunities for participants. BARA has already been recognized for its outreach excellence, which will enhance the reputation of the School for its leadership in engaged and relevant anthropology. Both units have a long history of international work with a strong network of academic and non-academic institutions in Africa, Latin America, and Asia (BARA) and the circum-Mediterranean (Classics). The School of Anthropology stands to attract increasing numbers of international students and to assume a leading role on campus in creating and promoting an international vision for the University while simultaneously increasing its strengths in Southwest, Native American, Borderlands, and Latin American Studies.

Effect of Proposed Reorganization on the School's and University's Ranking and Reputation

The rationale for this consolidation and realignment is based on a shared vision that our potential whole is *far* greater than the mere sum of our parts. For two decades now, archaeologists in these two units have cross-fertilized one another's research and teaching missions through the regular training of students situated in all three units and the participation in each other's teaching and field research activities. For more than five decades BARA anthropologists have complemented and collaborated with Anthropology faculty to enhance the department's teaching mission in such common areas as

environment and development and preservation of Native American culture and language. Combining our faculty programs provides us with especially important strengths in Africa, the Middle East, the Mediterranean, China, Southeast Asia, Central Asia, Latin America, the Midcontinental U.S., the Gulf of Mexico, and the Greater Southwest. The consolidation plan is tailor-made to heighten these opportunities in ways not possible previously. Peer institutions (e.g., UCLA) are ahead of the curve in restructuring the relationship between their Classical and Anthropological archaeologists by recognizing that the distinctions separating these two intellectual streams are anachronistic. By incorporating archaeologists currently housed in the Department of Classics within the School of Anthropology, the UA has the opportunity to establish itself as a leader in the application of broadly based archaeological methods and theories to the understanding of the human past. The proposed reorganizational scheme preserves the strengths of the current curriculum in Classical archaeology at the UA, including its highly respected M.A. program, while creating an innovative new context for all UA archaeologists to work within, benefiting all involved constituents. Similarly, the incorporation of BARA applied anthropologists into the degree-granting unit will eliminate what has been a false boundary between the units. Classical archaeologists will bring editorships of two international journals to the School, joining the editorship of one in the Department, offering further student training.

Process of Consultation

Preparation of the pre-proposal involved meetings with Deans, unit faculties, Executive Committees, students (including a Town Hall with Anthropology students), and staff on several occasions. All faculty proposed for the merger are enthusiastically in favor of establishing a School of Anthropology and merging into the School. All of the archaeologists in Classics wish to join the School. BARA faculty voted to accept the plan on Oct 9th, 2008; the Anthropology faculty voted unanimously in favor on Oct 7th. Following the acceptance of the pre-proposal for a School of Anthropology, we distributed this document to all faculty, staff, and students in the three units affected by the proposed reorganization.

Summary of Comments, List of Faculty, and Tally of Votes for the Plan

As 33 of our students wrote in a letter of 24 September 2008 addressed to the faculty of Anthropology and BARA: “We as graduate students in anthropology consider that this [reorganization] process could actually strengthen the Department as a whole by tapping into a greater pool of intellectual resources. Both BARA and the Department have international reputations; their merging under the umbrella of a School of Anthropology can only enhance this reputation.”

The faculty and staff are in full agreement with the students’ assessment that a School of Anthropology will not only enhance the overall mission of the University in research, teaching, and outreach, and contribute to the goals of the University reorganization plan, but additionally will serve as an educational and research example that will be emulated elsewhere.

Anthropology Vote: 31 Aye 0 Nay; BARA Vote: 9 Aye 0 Nay; Classics Vote: 5 Aye 0 Nay

Budgetary Considerations

Over the short term, the consolidation and realignment proposed here will result in cost savings through the redistribution of administrative support currently distributed among three departments situated in two colleges. Through time, we expect that the enhanced cooperative research and teaching opportunities that will inevitably result from these new synergies will lead to innovative faculty partnerships in both these arenas that can be supported, in part, through the generation of externally supported projects. We argue that the core concept here is not solely financial *savings* but, rather, the extent to which the proposed realignment will make possible the generation of new income through access to an enhanced range of external grants and an expanded donor base. Anthropology and BARA are highly productive units in the College of Social and Behavioral Sciences in generating research funds. Contract and grant awards for the past 5 years (start dates of Jan 2003 or later) in these two units total \$22,430,889 (Anthropology: \$11,019,067; Bureau of Applied Research in Anthropology: \$11,411,822). In terms of fund raising, Anthropology has a particularly strong record and brought in \$6 million during 2008 alone in gifts. When these *two* parameters are considered – up-front savings and longer term earning potential – the rationale for implementing this plan is apparent.

Personnel: Current and Proposed (nb: not all at 1.0 FTE)

Type	Current Dept. of Anthropology	BARA	Department of Classics	Proposed School of Anthropology
Administrators	1	1	1	1
Classified	7	2	1	10
Faculty	33	13	6	54
Professional	1	0	0	1
Totals	42	16	8	66

Projected Annual Savings

Administrative stipend of Head of Classics Department	\$ 20,000
Administrative stipend of Director of BARA	15,000
Summer salary for Associate Director of BARA	5,000
Temporary salaries of adjunct faculty (av. 4 courses/yr)	26,000
Temporary salary of .75 FTE administrative assistant, Classics	24,000
Total	\$ 90,000

Projected Future Revenue

- Expanded donor base for what will be the first School of Anthropology in the country that holistically includes all of the disciplinary subfields
- Expanded collaborative research grants and contracts within the School and across campus through the incorporation of faculty with cross-cutting interests
- Increased student tuition revenues through a new B.S. degree in Anthropology, which would especially draw upon faculty in archaeology and biological anthropology, and the environmental anthropology concentration, which dovetails with the University's strengths in environmental sciences
- Increased student tuition revenues through a combined five year B.A./M.A. degree
- Increased student tuition revenues through stand-alone one- and two-year M.A. degrees in applied anthropology