

## **Faculty Position Selection: Administrative Procedure**

### **Preamble**

MPC's academic vitality depends on: (1) vibrant programs that meet the educational needs of our community, (2) a vision of the college's direction, and (3) the flexibility to achieve the vision.

When all of these conditions hold, decisions about faculty positions might occasion spirited debate, but it would not be the case that resources devoted to one programmatic area would be perceived as weakening another. At the moment, there is a strong sense that the loss of regular faculty positions has put at least some programs at risk and, thus, that the first condition for MPC's health – the vibrancy of our programs – needs sustained attention.

This policy is constructed against this background. As such, this policy should be revisited regularly.

### **Procedure**

#### **I. Definitions**

For the purposes of this document, faculty positions are categorized as follows:

**(a) Full Unmodified Replacement:** A full unmodified replacement is defined as a person hired to replace another person who has retired, resigned, or been terminated from a healthy, stable (or growing) program, where the loss of this position would jeopardize that status. The health of a program and of the position is determined by:

- a. Long-term consistency in FTES
- b. Comparative strength of FTES
- c. Program review
- d. Necessity of the position to the comprehensive integrity of the curriculum
- e. Consideration of one person programs

Optimally, a full unmodified replacement position will be filled in the hiring cycle after it becomes vacant. But, should it remain vacant, due to a failed search or other circumstances, it will continue to be defined as a full unmodified replacement for five years.

**(b) Full Modified Replacement:** A full modified replacement is defined as a person hired to replace another person who has retired, resigned, or been terminated from a program that requires reconfiguration to meet institutional needs, but does not require additional faculty resources. A need for reconfiguration may be evidenced

by low, inconsistent, or diminishing student interest and/or by aspects of the program's most recent program review and annual updates.

**(c) Partial Replacement:** A partial replacement is defined as a person hired to replace another person who has retired, resigned, or been terminated from a program that requires reconfiguration and additional faculty (and, possibly, staff) resources to meet institutional needs. For example, a position may be distributed across two programs. When the position is vacated, both programs could see an opportunity to reconfigure their partial positions into full positions.

**(d) New:** A new position is defined as the addition of a faculty position to a program and/or to the faculty ranks.

## II. Procedure:

### A. New Positions

Every March, division chairs and other administrators with faculty position needs will prepare requests for new positions (category (d)) for the subsequent academic year for consideration by AAAG. (For example, in April 2008, requests for the 2009-10 academic year will be under consideration.) Division chairs will submit their requests to the appropriate dean. With an indication of approval or disapproval from the dean, the requests will be forwarded to the Office of the Vice President for Academic Affairs. Faculty positions in Student Services will be submitted through the Vice President for Student Services to the Office of the Vice President for Academic Affairs.

To prepare for the possibility of new positions being available, AAAG will develop a list of needs and priorities, using the following procedure:

- All requests for new positions are distributed to the members of AAAG and SSAG for comment. Members of either body have one week to forward questions and comments to the individual developing the position request. The individual may prepare an addendum to the proposal that addresses questions that have arisen.
- All proposals for new positions are presented and exhaustively discussed at a meeting of AAAG, supplemented by one senior administrator from SSAG. At the end of the discussion of all proposals, each member by secret ballot assigns each request to one of the following categories: *Essential* hire – top priority; *Important* hire – second priority, *Worthy* hire – third priority. All positions identified as essential by at least two-thirds of the total number of voting members make up the set of top priorities.
- The entire list of new positions and those that have been identified as the top priority are passed to SSAG and to College Council for comment.
- At the next meeting of AAAG, each proposal in the set of top priorities is reviewed at length, taking into account comments from SSAG and College

Council. Each voting member anonymously ranks all the proposals in the set of top priorities relative to one another, and the individual rankings are tabulated to identify the overall ranking. The results of this ranking are forwarded to SSAG and College Council by the end of the spring semester.

#### B. Full Unmodified Replacements, Full Modified Replacements, and Partial Replacements

Every October, division chairs and other administrators with faculty positions will prepare requests for positions in categories (a) (full unmodified replacements), (b) (full modified replacements), and (c) (partial replacements) for the next academic year. Division chairs will submit their requests to the appropriate dean. With an indication of approval or disapproval from the dean, the requests will be forwarded to the Office of the Vice President for Academic Affairs. Faculty positions in student services will be submitted through the Vice President for Student Services to the Office of the Vice President for Academic Affairs.

The Office of the Vice President for Academic Affairs will assemble these requests, adding the top 3-5 positions in category (d) (new) from the preceding spring, for recommendations for action from AAAG.

The recommendations are arrived at by the following procedure:

- The full set of position requests in categories (a), (b) and (c) will be distributed to all members of AAAG and SSAG for comment. Members of either body have one week to forward questions and comments to the individual developing the position request. The individual may prepare an addendum to the proposal that addresses questions that have arisen.
- All position requests in these categories are presented and exhaustively discussed at a meeting of AAAG, supplemented by one senior administrator from SSAG.
- At the next meeting of AAAG, position requests in category (b) and (c) and the 3-5 top priorities from the previous spring in category (d) will be reviewed as a set and ranked relative to one another. The relative merit of positions in category (c) and (d) will require careful consideration, but positions in category (b) are perhaps the most difficult. They might appear to be likely targets to redirect resources to position requests in categories (c) and (d). And, in fact, some of them may be. It should not be the case that a program has 'rights' to a position simply because the position currently resides in that program. However, it is also true that few if any programs have the faculty resources they require. AAAG's responsibility in regard to positions in category (b), therefore, is to assess whether the restructured position will significantly contribute to the academic health of MPC, by revitalizing an essential component of its curriculum. If the answer is no, the position will be added to the unranked list of needs.
- At the next meeting of AAAG, position requests in category (a) will be voted on individually. All other things being equal, these position requests will receive the highest priority and, unless an exigency exists, need not be ranked relative to one

another. However, each must receive a positive endorsement by a simple majority vote of the members of AAAG.

#### C. Complete Slate

At this point in the early fall semester, AAAG has a set of replacement positions and a ranked set of new, full modified and partial modified positions. These results will be forwarded to the College Council for action. If some of these positions are not funded, they will be reconsidered as part of the next prioritization. Since the college's needs may change, they do not retain their ranking in subsequent prioritizations.

#### D. Out of Cycle

It is possible that a full unmodified replacement position will open up off cycle, if, for example, a faculty member resigns unexpectedly. For the position to be considered for replacement in the subsequent academic year, the resignation letter must be received by the relevant VP no later than January 15. A proposal for replacement under these circumstances will be reviewed by AAAG and, if endorsed by a majority of its membership, will be forwarded to the College Council for action.

Should a full unmodified replacement position become vacant after the deadline, the division chair, the relevant dean and the Vice President for Academic Affairs will jointly consider the appropriate course of action. One possibility is that the position can be filled on an interim basis with part-time faculty until the beginning of the next regular replacement cycle. Another possibility is that the position can be filled on an interim basis with a full-time temporary replacement. Some positions may require a regular replacement as soon as possible. The decision will be reviewed by AAAG. If the decision is to move forward with a regular replacement, and this decision is endorsed by a majority of the membership of AAAG, it will be forwarded to the College Council for action.

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