

the unique needs of each while enhancing institutional cohesion and effectiveness for student success.

Faculty Hiring Priorities Process

Skyline College is committed to continuing to meet the accreditation standards requiring “a sufficient number of qualified faculty with full-time responsibilities.” In alignment with the college’s “students first” philosophy, vision-mission-values, evidence-based decision-making, and commitment to academic excellence; there is widespread consensus that it is necessary to access sufficient data to inform a broader continuum of hiring needs, from minimum to ideal. With more nuanced numbers, the participatory governance system will provide abundant opportunities for discussing various scenarios that enable us to pursue a standard of excellence while balancing competing needs within a set resource limitation

Each year, Skyline College engages in a two-part process to determine how many new faculty will be sought and what priority the various disciplines will have when allocating these positions. The College Budget Committee makes a recommendation of a balanced budget that includes scenarios for hiring additional faculty, staff and administrators, identifying only the recommended number of positions rather than where the positions should be allocated. The recommended budget will include considerations for anticipated separations or retirements, replacement cost, salary and benefits. Upon acceptance of the recommended annual budget, the President consults with Cabinet and announces the number of new faculty hires that will be sought.

A parallel process takes place within the FTEF Allocation Committee, which is made up of faculty representatives from each of the divisions, an instructional and a student services administrator, and the Vice President of Instruction. The College Business Officer serves as a resource person to the committee. Proposals for new faculty positions are invited at this time, in a process guided by a commitment to remain a comprehensive community college with high quality programs and services offered to meet the instructional and support needs of the community we serve. Input is solicited throughout the process from all constituencies, and each division has the opportunity to generate a request. Requests may include new and/or replacement positions.

The integrated planning process includes consideration of how the students, college and unit will be affected if the requested position is not allocated. The proposals must address the ways in which multiple aspects of the planning process influenced the request such as:

- a) recommendations from the Educational/Facilities Master Plan;
- b) recommendations from the Comprehensive Program Review Process;
- c) the Administrative Leadership Unit Review (ALUR);
- d) institutional and programmatic recommendations from accreditation;
- e) district, college, division, and department goals;
- f) demographics, community needs, job training needs, emerging trends, and other colleges offering similar programs;
- g) availability and expertise of Associate staff presently in the department;
- h) number of full-time faculty in the program, anticipated retirements in the Department; FTES generated and load;
- i) recommendations by departmental Advisory Board;

j) impact on Student Learning Outcomes; and

k) impact on institutional effectiveness/student access and success (Balanced Scorecard).

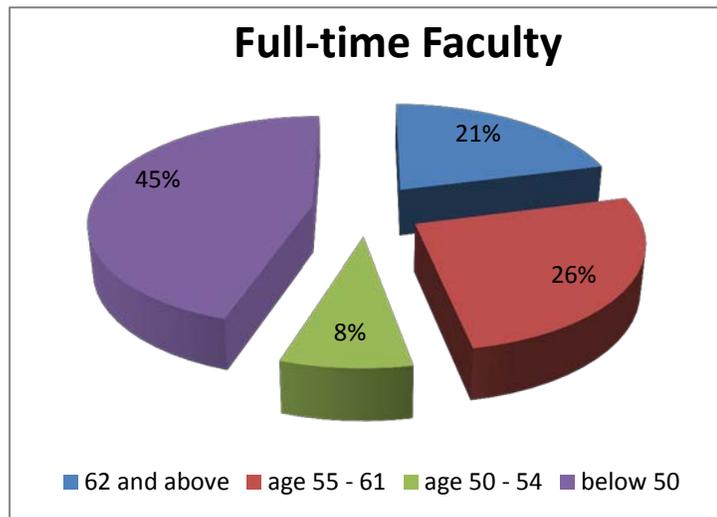
Additional factors, such as the ratio of full-time to part-time faculty, program productivity, efficiency measures and trends, licensing, certification and accreditation needs, are also taken into consideration. All hiring processes align with the policies and goals of the San Mateo Community College District, the Board of Trustees, and the collective bargaining agreements.

The faculty requests are first considered at the division level. For purposes of the allocation process, Student Services is considered one division. The FTEF Allocation Committee considers all division requests, places them in a priority ranking, and makes a recommendation to forward to the Academic Senate. Faculty positions that are needed to fulfill accreditation or regulation compliance are prioritized, as are positions paid through categorical and grant funding. The Academic Senate considers the recommendation, consults with the Instructional Leadership Team, and forwards their recommended priority ranking to the Vice President of Instruction. The Vice President of Instruction consults with the Vice President of Student Services and makes a recommendation to the President.

The President takes the recommendation into consideration as the decision for position ranking is made. Faculty positions vacated in less than 24 months of hire are not included in the allocation process. The college priorities are considered with each separation, unless the separation is within the first few years (before tenure) of the hire. Faculty positions vacated

after 24 months of hire (separation, retirement, layoff, or termination) go through the FTEF allocation process. Rehires/replacements are not automatic, but will be made as approved through the process. Hiring processes for the allocated positions are initiated, and if successful, result in the hiring of new full-time faculty. The Taskforce recommended that the process for hiring replacements for retiring faculty be revised to mirror the process for replacing classified employees, which is made upon recommendation of the dean and Vice President based on department/program need. This will ensure that healthy robust programs will continue even after faculty retire. This year, two faculty retired at the end of fall 2012. Based on the deans' justification for program need and the Vice President's recommendation, two replacement hires will be added to the new faculty positions that will be filled for fall 2013.

As of fall 2012, Skyline



College has 112 full-time and 227 adjunct faculty members. Of the full-time faculty, more than 50% are over the age of fifty. Considering the age of 55 as a starting point, more than 40% of them are likely to retire within ten years. Considering the age of 62 as a starting point, almost a quarter of the faculty are likely to retire within the next five years.