
**Guidelines and Procedures for
Faculty and Administrative Appointments
2010-2011**



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Procedures for Position Approvals

Proposals for all new and replacement positions in all sectors of the University (curricular and co-curricular, faculty and staff, undergraduate, adult, graduate, and seminary) are reviewed by the President and members of the senior administrative team through the procedures outlined below. Searches for positions are not to be announced or advertised until the request to fill a position has been approved by the President.

In an effort to be wise stewards of limited resources, overall the University will respond conservatively to requests for new and replacement positions. We will decide to hire when a position is essential for the well-being of the respective program unit and when the unit is managed both efficiently and effectively. We will not hire when another approach to satisfying program requirements is identified and/or when there is reason to question the overall effectiveness of the respective unit.

- Proposals for new and replacement full-time faculty positions (including but not limited to current “vacancies,” temporary appointments, and retirement replacements) are due to the Provost or Seminary President/Dean no later than September 15, with consideration by the senior administrative team and response by the President expected by mid-October.
 - Faculty positions which become vacant (through resignation or retirement) during the fall semester may be reviewed for replacement through the end of that semester.
 - Faculty positions which become vacant after the end of the fall semester will be filled, if needed, during the subsequent academic year by use of adjunct assignments, and may be proposed for a full-time search at the beginning of the next academic year.
- Proposals for new “exempt” and “non-exempt” staff positions will be presented to the respective senior administrator no later than January 15 as part of the annual budget preparation process, with consideration by the senior administrative team and response by the President expected no later than mid-April.
- Proposals for replacement “exempt” staff positions will be presented to the respective senior administrator on an as-needed basis, for consideration by the President; following consultation with the Executive Vice President/CFO, the Director of Human Resources, and the respective senior administrator, a response from the President will normally be available within 30 days.
- Proposals for replacement of “non-exempt” staff positions will be presented by the appropriate Dean/Director to the respective senior administrator on an as-needed basis with response from the senior administrator normally within 30 days, following consultation with the ExVP/CFO and the Director of Human Resources.

- In extraordinary circumstances the President may approve modifications to the above outlined processes on a case-by-case basis.

Framework for New and Replacement Position Proposals

Each request for a new or replacement position should include a proposal which responds to the following items:

- Proposed position title and position description.
 - For faculty assignments the position description should include the anticipated teaching load and any administrative load.
 - For staff appointments the position description should include anticipated major tasks.
- Summary of current positions in the respective department or work unit and discussion of how the proposed position will change existing responsibilities.
- Narrative description of recent changes in the University and/or relevant department(s) which inform the need for the new/replacement position.
- Presentation of relevant data which inform the need for the proposed position.
- Full cost of the proposed position. Consulting with the Human Resources Office will be helpful in identifying salary, benefits, office space requirements, ancillary expenses such as technology equipment, etc.

Search Guidelines and Expectations

Searches to fill approved positions should follow the guidelines presented below. Exceptions should be noted in advance by discussion with the President and the respective senior administrator.

- Position announcements for all searches should be coordinated with the Office of Human Resources and the respective senior administrator; the intent is to assure approaches which reflect the mission and identity of the University, give attention to diverse populations, are compliant with legal regulations, and are cost effective.
- For each position, the group of candidates selected for campus interviews must include gender and racial/ethnic diversity. Generally this means that at least one candidate should be a woman and at least one candidate should be a person of color.
- The Director of Human Resources should be notified as early as possible of any potential finalists (i.e., candidates invited for campus interviews) who have non-resident alien status so that clear and accurate communication can be assured about the candidate's and the University's respective responsibilities in the visa acquisition process and other immigrant legal issues that may need to be considered.
- In addition to position-specific requirements, application materials for all faculty positions and all administrative positions which report directly to a senior administrator should include:

- Narrative statement addressing the candidate's personal interest, commitment, and expertise related to the three ideals of the University's core institutional identity – Christian, urban, and multicultural
- Short essay on the candidate's spiritual life-journey
- For faculty positions only, a short essay on "Reflections on Teaching and Learning"
- The search process for each position should include a small search committee with responsibility for (a) advising candidate selection and (b) encouraging and facilitating the candidates' engagement with the University.
 - Search committees are an important and necessary part of the process for filling faculty and upper level administrative positions. The use of a search committee for positions reporting to a dean/director is optional, as determined by the respective senior administrator, dean/director, and Director of Human Resources.
 - Composition of search committees must be approved by the respective senior administrator and should include disciplinary, gender, and racial/ethnic diversity; in selective cases search committees may include one or more students.
 - Each search committee is responsible to the individual to whom the respective position reports.
 - Search committees will review and comment on applications and recommend candidates for campus interviews. Final selection of candidates for campus interviews will be determined by the administrator in charge, the respective senior administrator, and the Director of Human Resources.
 - Members of the search committee (either individually or collectively) will interview each candidate during the campus visit, and provide evaluative comments on each candidate.
- Campus interviews should include sessions with various members of the campus community, as determined by the administrator in charge of the respective search. Minimally, campus interviews should include the following:
 - Faculty
 - Search Committee
 - Department/School Faculty Members
 - Director of Human Resources
 - Dean of Diversity and Intercultural Programs
 - School Dean
 - Provost or Seminary President and Dean
 - President
 - Administrative Positions with Direct Reports to a Senior Administrator
 - Search Committee
 - Selective Peer Colleagues
 - Director of Human Resources
 - Dean of Diversity and Intercultural Programs
 - Senior Administrator
 - President
 - Administrative Positions Reporting to a Dean/Director
 - Search Committee (if comprised for the search)
 - Selective Peer Colleagues (as deemed appropriate by the Dean/Director and the Director of Human Resources)
 - Director of Human Resources
 - Dean/Director
 - Senior Administrator

- President (for selective appointments with a high level of contact with individual students, e.g., coaches and residence assistants)
- Appointment decisions will be informed by evaluative comments by all interviewing parties; final appointment decisions will be made collaboratively according to the groups listed below:
 - Faculty
 - School Dean
 - Director of Human Resources
 - Provost or Seminary President/Dean
 - President
 - Administrative Positions with Direct Reports to a Senior Administrator
 - Director of Human Resources
 - Senior Administrator
 - President
 - Administrative Positions Reporting to a Dean/Director
 - Director of Human Resources
 - Dean/Director
 - Senior Administrator
- For each position, compensation and other items particular to the employment agreement will be agreed to by the respective senior administrator, Director of Human Resources, and (when appropriate) the respective Dean/Director.
- Each position appointment should be finalized in a letter to the selected candidate. The letter should note the position title, salary, starting date, and any other items particular to the appointment. A standard form for this letter will be prepared by the Director of Human Resources. Using the form letter as a guide, the person to whom the employee will report writes and signs the actual letter, with copies to the respective senior administrator and the Director of Human Resources.

Protocol for Change of Status for Existing Positions

- Occasionally it may be appropriate to consider a “change of status” for a continuing employee. Such changes may include (but are not limited to) (a) reclassifying from a staff to a faculty appointment, or from professional faculty to tenure-track faculty, (b) revising contractual stipulations which affect compensation such as the number of hours assigned per week, the number of months required each year, or the credit load requirements, and (c) promoting a staff position by way of a title change with a corresponding revision in the position description.
- Recommendations for Change of Status should be proposed by the respective senior administrator for approval by the president. In preparing the recommendation discussion should take place with the Director of Human Resources and with the respective Dean/Director to assure that the change of status is consistent with institutional policy and to review pertinent salary considerations. The proposal submitted for approval by the president should be affirmed by the senior administrator, the Director of Human Resources, and the respective Dean/Director, or reservations from any of these parties should be noted with the recommendation as submitted.