

## **On the Establishment and Replacement of Faculty Positions**

### **The overriding principle:**

The overriding principle in all discussion related to resources should be stewardship. We need to develop the habit of asking whether we are using our limited resources in the most effective manner. While we do not want to create a miserly attitude on campus, we do want to establish a pattern of asking questions of priorities and allocation.

### **On the establishment of new positions:**

New faculty positions are to be authorized by the provost subject to usual limitations imposed by budget and the Board of Trustees. Proposals to add a faculty position must

1. Provide compelling reasons why the position is necessary.
2. Address both the near and long-term implications of the hire that may be peculiar to the department. Such issues may include: the question of whether a current high level of demand is temporary or expected to continue indefinitely, new directions or emphases in the department or field, and the relationship of the proposed new position to expected retirements in the department.
3. Address the relationship of the position both to departmental needs and to the needs of the institution as a whole. Institutional issues include, but are not limited to
  - a. Overall budgetary considerations.
  - b. Impacts on other departments.
  - c. The ability to recruit quality students.

While the provost will consult with either the Academic Senate or its Executive Committee, it is understood that these consultations are advisory and not determinative.

### **On the replacement of faculty who leave Westmont or retire:**

While the previous existence of a vacated position provides *prima facie* evidence for the appropriateness of its continuation, it should not be assumed the position automatically will be retained. The standard procedure in any case where a position becomes empty as a result of either a retirement or a faculty member leaving the employment of Westmont will be to hold a discussion in the Executive Committee. The provost, in consultation with the Executive Committee, will determine whether a more extensive review is warranted and the appropriate level and focus of review. This decision will be made on the basis of

1. The length of time since the last review of the position.
2. The centrality of the position to the department and/or to Westmont.
3. Enrollment patterns in the department.

**On the review of part-time and temporary positions:**

A regular review of part-time positions should be the established procedure. At the time a new part-time position is established, a date should be set for an initial review of the position. At the first review, a review schedule should be established for ongoing positions. The length of time between reviews and the level of review (from a brief meeting with the provost to a complete justification of the position) will be established by the provost based upon

1. The stability of the department and its needs.
2. The consistency of student demands on the department.
3. The degree to which the position is integral to the mission and/or structure of the department.

Questions that should be addressed include but are not limited to:

1. The degree to which the conditions which justified the original hire still hold.
2. The continued necessity of the role filled by the position.
3. The availability of resources to accomplish the task in an alternate way.
4. The degree to which the part-time nature of the position is grounded in a departmental vision. (Is there a need to reorder departmental priorities and policies or to restructure the way the department is staffed?)
5. Financial exigencies.