
Chapter: Personnel

Modification No. 001

Subject: **Allocation, Recruitment and Appointment of Full-Time Faculty**

- I. The President appoints, subject to confirmation of the Board of Trustees, all full-time faculty members.
- II. To assure that all applicants for faculty positions are treated equitably, candidates will be evaluated in accordance with standards of teaching and non-teaching experience, academic preparation, and other relevant criteria established for the position vacancy.
- III. New faculty members are normally placed at a salary level no higher than the midpoint of the faculty salary range in accordance with standardized criteria of teaching and non-teaching experience, academic preparation, and other relevant criteria. The President may authorize a salary placement above the midpoint of the faculty salary range in exceptional circumstances related to the quality of College academic programs or to meet other vital College objectives.
- IV. The President is authorized to reassign faculty members within the College.
- V. The President is authorized to establish criteria and procedures to implement this policy and to establish, each year, minimum and maximum entry salaries for new full-time faculty.

Board Approval: September 21, 1987.

Chapter: Personnel

Modification No. 002

Subject: **Allocation, Recruitment and Appointment of Full-Time Faculty**

I. General

- A. Faculty hiring decisions are among the most crucial decisions made at the College. Accordingly, an effective recruitment and selection process leading to the hiring decision is essential to the vitality and future of the College.
- B. New faculty positions are established by the Board of Trustees, upon the recommendation of the President. Positions are requested through the budget development process. The need and basic requirements of each position are identified in the process, as well as academic plans and affirmative action plans for each academic area. The Board-approved budget contains the authorized positions, the affirmative action plans, and the approved academic plan for each unit.
- C. To ensure that the College's personnel needs are met as expeditiously as possible, and as a courtesy to applicants for faculty positions, there should be adherence to a schedule of no more than 100 days for each recruitment and selection process, except when it is necessary to reopen a search.

II. Responsibilities

- A. The internal parties responsible for the faculty recruitment, selection, and appointment process are the President, the Academic Vice President, the campus provost, the instructional dean, the faculty applicant review committee, the Director of Personnel, and the Director of Affirmative Action. Their basic roles in the process are as follows:
- B. The President is responsible to the Board for the entire process of faculty recruitment, selection, and appointment, but has delegated certain responsibilities as noted below. The President has expressly retained the following responsibilities: Recommending new faculty positions to the Board of Trustees; appointing new faculty members, subject to confirmation of the Board of Trustees; approving the reassignment of faculty members within the College; and approving any recommended initial salary placements above the midpoint of the faculty salary range.
- C. The President has delegated responsibility and accountability for coordinating the faculty recruitment and selection process to the Academic Vice President, including developing a faculty staffing plan each year, the signing of faculty "Notices of Appointment" approving the initial salary placement for new faculty members up to the midpoint of the faculty salary range, recommending the

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reassignment of faculty within the College to the President, and recommending new faculty appointments to the President for action by the Board of Trustees.

- D. The campus provost is responsible for assuring that the recruitment and selection process on the campus is consistent with collegewide policies and procedures. The provost also has final review and recommendation authority for the campus in the recruitment and selection process, and is responsible for recommending the reassignment of faculty to the Academic Vice President.
- E. The instructional dean (or dean of student development for counselors) is the employing administrative supervisor of the faculty member to be selected and is responsible to the provost for the initiation of the recruitment and selection process for a specific vacancy on the campus and for coordinating the candidate screening and interview process on the campus. The dean also makes the initial recommendation for salary placement and academic rank placement, in accordance with Board policies and College procedures.
- F. An applicant review committee will be established whenever a faculty position is to be filled with an external recruitment effort or by internal advertisement of the vacancy. The committee will be selected by the responsible instructional dean in consultation with faculty within the department or unit. The committee will enable faculty members to provide advice regarding the selection of applicants for employment as full-time faculty members. The specific responsibilities of the committee are set forth in the recruitment and selection procedures below. The committee normally will not include less than 2 nor more than 4 faculty members who are members of the department or unit, or who are in related disciplines. The dean or a department chairperson will chair the review committee.
- G. The Director of Personnel coordinates the collegewide faculty recruitment process. This responsibility covers recruitment efforts for all specific full-time and part-time faculty position vacancies, all unsolicited inquiries for potential position vacancies, and all general part-time applicant pool enlargement. The director also assists the Director of Affirmative Action in the evaluation of the applicant pool for each vacant position and acts as a resource for technical service and advice.
- H. The Director of Affirmative Action assures that the recruitment and selection process followed for each vacancy is consistent with approved College policies and procedures regarding equal opportunity and affirmative action. The director shares responsibility with the Director of Personnel, the provost, and the instructional dean for developing a broad, representative applicant pool for each position. Discipline faculty and members of the applicant review committee are also encouraged to share responsibility for developing a representative pool of qualified applicants, coordinating their efforts with the Director of Personnel and the Director of Affirmative Action.

III. Recruitment Procedures

A. Specific full-time Position Vacancy Recruitment.

1. At the outset, it is important that all participants in the faculty recruitment and selection process be appropriately involved in the development of criteria which describe the professional qualifications required for a specific full-time faculty position vacancy. The responsible dean, in consultation with the applicant review committee and appropriate discipline faculty, will develop the specific requirements for the position and will develop and share with the faculty the contents of the draft position advertisement. In addition, the dean will discuss with the faculty and with the applicant review committee other aspects of the vacancy, such as economic considerations, unit and College affirmative action plans, unit and College academic plans, and other matters which may affect the recruitment and selection process.
2. Recruitment can begin only after a "Recruitment and Staffing Authorization Form for Faculty Position" (MC 3.1le(1)) has been received by the Director of Personnel with the appropriate approval from all individuals designated on the authorization form. This form must be completed for all position vacancies, to include all vacancies for which there is no external recruitment and all LWOP/sabbatical vacancies that will be filled on a temporary basis. The form must contain all requested information. Incomplete forms will be returned to the originating office. The recruitment authorization form identifies the position number, position location, appointment length, education and experience requirements for the specific vacancy, position duties, recruitment plan, suggested advertisement sources, and names of applicant review committee members. In addition, a draft advertisement for internal and external use will be attached to the form. The recruitment plan must be related to both the unit academic plan and the unit affirmative action plan. The form requires the approval of the appropriate campus administrator, campus provost, and Academic Vice President for authorization of a recruitment and/or selection effort, and the approval of the Director of Affirmative Action and the Director of Personnel for the specific details of the recruitment effort.
3. As noted in the "Recruitment Plan" segment of the authorization form, the originating campus administrator may specify a recruitment plan that will eliminate part or all of an external recruitment effort in order to fill the vacancy by internal reassignment or by internal notification of the vacancy only. In such circumstances the rationale must be clearly stated on the form and the effect of such action must be consistent with the academic plans and the affirmative action plans of all units involved. Further, if internal reassignment is recommended, the President's approval is required.

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4. After the form has been approved by the Director of Personnel, personnel office staff will review and edit all appropriate internal and external advertisements and recruitment notices and distribute them according to the approved recruitment plan. In areas where underutilization has been identified, expanded efforts will be made to recruit members of protected classes. The appropriate campus administrator will receive a copy of the final ad and will be advised of when and where it was placed. The responsible dean will forward a copy of the ad to the members of the applicant review committee.
5. The Personnel Office will acknowledge all resumes/inquiries with a faculty application form (MC 3.114b) and an Affirmative Action Data Form (3.043c-1). Candidates will be directed to return the completed original application form directly to the Personnel Office. The data form is returned to the Director of Affirmative Action. Candidates will also be advised that only the completed application (and attachments where appropriate) will be used when screening applications for position vacancies.
6. All employment inquiries received at the campus level must be forwarded to the Personnel Office for response. Any original applications returned to a campus office must be redirected promptly to the Personnel Office for full processing for collegewide utilization.

B. Unsolicited Inquiries for Potential Vacancies.

The Personnel Office will acknowledge all unsolicited inquiries with a faculty application form and an Affirmative Action Data Form. All returned applications will be acknowledged and processed for potential collegewide utilization.

C. Evaluation of Applicant Pool

Montgomery College has a responsibility to determine to the best of its ability the protected class status of individuals in the applicant pool. In an effort to collect this data, each applicant will be furnished with an Affirmative Action Data Form to complete and return to the Director of Affirmative Action. At the close of the announced period for receiving applications, the Director of Affirmative Action, in consultation with the Director of Personnel, the provost, the instructional dean, and the applicant review committee, will evaluate the applicant pool to determine whether it is representative of protected classes based on their availability. If they conclude that the applicant pool is not representative, the Director of Personnel will extend the deadline for applications and expand recruiting efforts. If they conclude that the pool is representative, the appropriate campus administrator may proceed with the screening and selection process.

IV. Selection and Appointment Procedures

A. Screening Process and Interviews

1. All applications received by the deadline date will be evaluated. Applications received after the deadline date will not be considered, with appropriate notification being sent to each individual.
2. The applicant review committee will review the applications submitted for the vacant position and recommend to the dean the names of applicants to be interviewed. In making its recommendations, the committee will attempt to select a broad, representative group of applicants for interview. The committee will also supply the dean with the necessary information regarding the selection of applicants for completion of the Affirmative Action Recruitment and Selection Report. After consultation with the committee, the dean may add names to the list. The dean will request candidates selected for interview to have forwarded official transcripts and three or more letters of recommendation and will notify them of the College's process for contacting current and previous supervisors of the leading candidate as part of the final reference check.
3. The committee and the dean, as well as any others designated by the dean, will interview the applicants selected for interview.
4. Within five working days after the completion of the interview process, the committee will submit to the dean its recommendations with respect to all candidates interviewed. The recommendations shall include an evaluation of the professional strengths and weaknesses of each candidate interviewed. The recommendations will also state: (1) whether or not each individual meets the minimum requirements of the position, as advertised, and (2) in cases where an applicant does not possess a master's degree, a determination as to whether the individual has demonstrated the "appropriate equivalent" of the master's degree, as provided in Board policy. Finally, the committee may also indicate its hiring preference by ranking each candidate interviewed. In this circumstance, the committee will indicate the specific reason for each ranking, and the ranking must be directly related to the advertised requirements for the position and the candidate's experience, academic preparation, and other relevant professional criteria established for the position.

B. Recommendation for Affirmative Action Approval

1. After considering the recommendations made by the committee, the dean will decide on the leading candidate from among the candidates deemed by the committee to meet the minimum requirements for the position and will conduct (or request that an appropriate representative

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conduct) a reference check. This reference check must include current and previous supervisors of the candidate and it must be structured with questions based on interviews, materials submitted, and position needs.

If the dean decides that additional interviews should be conducted, the process will be repeated from the appropriate point above.

2. Upon deciding on the leading candidate and after obtaining satisfactory references and official transcripts on that candidate, the dean will submit through the provost and Academic Vice President a completed Affirmative Action Recruitment and Selection Report (3.043e) to the Director of Affirmative Action for determination of compliance with affirmative action policies and procedures.

C. Recommendation to the Provost

Upon completion of the affirmative action approval process, the dean will transmit his/her recommendation in writing to the campus provost. The recommendation will include the recommendations of the committee, three documented references, official transcripts, Affirmative Action Approval Sheet, and initial salary and rank placement forms.

D. Selection

1. Final campus-level decisions regarding hiring are made by the campus provost. The provost will consider the dean's recommendation and select individuals from among the candidates interviewed by the committee and deemed by the committee to meet the minimum requirements for the position. The provost may also reject all recommendations and request additional recruitment. The decision of the provost will be conveyed to the instructional dean and the committee.
2. Notwithstanding any other provisions of this procedure, in circumstances when faculty members are not available to serve on applicant review committees, and after an effort has been made to conduct the hiring process at times when faculty are available, the provost, in consultation with the Academic Vice President, may establish a campus procedure different from the campus procedure set forth above. In such circumstances, faculty will be invited to participate in the process to the fullest extent possible.

E. Recommendation for Appointment

The campus provost will review all materials to insure completeness and prepare an appropriate recommendation for the Academic Vice President, to include a summary report of the criteria upon which the selection was based. The provost's recommendation must contain:

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1. The provost's recommendation and summary report;
2. Recommendation from appropriate campus administrator;
3. Faculty Application Form (MC 3.114b) for recommended candidate;
4. Initial Salary Evaluation Form;
5. Notice of Appointment Form;
6. Affirmative Action Approval Sheet, accompanied by a statement from the provost explaining how the selection relates to the campus affirmative action plan;
7. Official transcripts of all credits earned;
8. Three or more letters of recommendation; and
9. Faculty Initial Rank Evaluation Form

F. Appointment

1. Appointments will not normally be approved unless all nine items above are included in the packet received by the Academic Vice President. However, if official transcripts and letters of recommendation have not been received by the College, and the candidate has requested them in writing with a copy of the request to the provost, and if academic credentials and references have been verified by telephone, the provost may include written statements indicating the results of efforts made to verify credentials and references in lieu of the final documents. When the Academic Vice President has approved the recommendation to employ the candidate as a member of the faculty, and has signed the salary evaluation form and the Notice of Appointment, all materials are returned to the appropriate campus provost.
2. Approval by the Academic Vice President constitutes authorization for the provost to make an appointment offer to the selected candidate. Appointees will be informed that all appointments are subject to confirmation by the Board of Trustees. In cases where official transcripts, letters of recommendation, or other required forms have not been received, the appointee will be informed in writing of his/her responsibility to assure that they are received by the College as soon as possible, but no later than 60 days after the date on the Notice of Appointment (unless a lesser amount of time is required by law). The Notice of Appointment will also include a statement that the appointment is conditional upon receipt of the documents within 60 days and that the appointment may be terminated by the College, at its discretion, if the

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documents are not received within 60 days. The provost is responsible for taking the appropriate action if the documents are not received within 60 days.

3. The provost's office will give the following documents to the new faculty member with a request that the pertinent forms and other required information be returned promptly:
 - a. Letter from the provost
 - b. Notice of Appointment
 - c. Tax withholding forms
 - d. Certificate of TB Health Examination Form. All employees must submit medically verified evidence of freedom from active tuberculosis at the time of employment.
 - e. Appropriate employment verification forms required under Federal law.
4. Upon receipt of the above required documents, the provost's office will initiate a personnel action to place the new faculty member on the College payroll and forward the action to the Personnel Office for processing.
5. The Benefits Section of the Personnel Office will provide a benefits orientation session for all new faculty members. At that time, new faculty members will be provided with information regarding the College insurance plans, benefit enrollment cards, and other appropriate information concerning College benefit programs. The Office of the Academic Vice President and appropriate campus administrators will provide additional orientation for new faculty members with regard to detailed requirements and objectives of the position, performance expectations, organizational relationships, and other related matters.

G. Compilation of Personnel File

All required forms are to be returned to the appropriate provost's office for inclusion in the faculty member's official College personnel file.

V. Initial Salary Placement for full-time Faculty

A. General

1. Each year, the President, upon recommendation of the Director of

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Human Resources, establishes a minimum and maximum entry salary for new full-time faculty.

2. Deans are responsible for evaluating the credentials of new faculty members and for the preparation of the form titled "Faculty Credentials Summary for Initial Salary Placement." A copy of the form and an Acknowledgment Form will be sent to new faculty members with the written offer of employment.
3. New faculty members shall deliver an executed "Acknowledgment of Initial Salary Placement Form" to Human Resources before they report to work. If faculty members have questions about initial salary placement, they must be discussed with the appropriate dean and resolved before the faculty member reports to work.

B. Criteria

Initial salary placement for new full-time faculty is based on the following criteria:

1. Teaching experience
2. Non-teaching discipline-related experience
3. Academic preparation, including professional licensure/certification in related academic discipline, and special qualifications. Deans are responsible for ensuring that the criteria are applied consistently and uniformly to all new faculty members.

Administrative Approval: September 21, 1987; March 31, 1994.