TO: J. Patrick O’Brien
FROM: James Hallmark, representing the subcommittee
RE: Criteria for Faculty Reductions
DATE: April 21, 2011

The subcommittee focused on criteria for use in determining which faculty would be terminated in the event of budget situations requiring reduction in faculty.

In making this determination, the following two principles must permeate all considerations:

Pervasive Considerations: The considerations that shall pervade all determinations are to
- Maintain sound and balanced educational programs that are consistent with the functions and responsibilities of the institution.
- Facilitate the continued growth and vitality of the educational programs of the institution.

With those considerations at the forefront, the criteria to be used, in order of importance, in making said determinations is as follows:

Criteria in Priority Order:

1. The university’s actions shall be consistent with the “pervasive considerations.”
2. The university shall recognize and protect the principle and practice of tenure.
3. The university shall acknowledge and make decisions consistent with the expansion and contraction of academic programs.
4. The university shall recognize the demands of regional needs, externally funded programming, and political realities.
5. The university shall recognize variances in faculty performance.

Though the above establishes a prioritization of criteria, the criterion must be enacted in the sequence prescribed below. In addition, guidance in the form of operationalizations must also be provided to guide the decision makers. Therefore, we offer the following process with operationalizations.

Criteria in Process Order with Operationalizations:

1. The university’s actions shall be consistent with the “pervasive considerations.”
2. The university shall acknowledge and make decisions consistent with the expansion and contraction of academic programs.
   a. “Expansion and contraction” shall be defined by a 3 year trend of
      i. Student credit hour production (unweighted)
      ii. Majors
      iii. Graduates
   b. Programs experiencing contraction shall be considered for reductions first.
   c. Programs experiencing neither contraction nor expansion shall be evaluated for efficiency.
   d. Programs experiencing growth shall be least likely to experience faculty reductions, and may in fact receiving increases in faculty lines.

3. The university shall recognize and protect the principle and practice of tenure.
   a. Tenure track faculty shall be considered for termination before tenured faculty
   b. Temporary faculty shall be considered for termination before tenure track faculty

4. The university shall recognize regional needs, externally funded programming, and political realities.
   a. Faculty positions funded primary via external funds (i.e., in excess of 50%) shall be considered for termination after those faculty who are funded primarily by “internal” university resources (e.g., less than 50% external funding).
   b. The university shall recognize and protect the central components of the liberal arts university and assure continued presence of these central components.
   c. The university shall continue programs mandated by legislation and/or regulation.

5. The university shall recognize variances in faculty performance.
   a. Three year average of Annual Performance Evaluations shall be used to prioritize faculty on the basis of performance