

GUIDELINES FOR REQUESTING NEW AND REPLACEMENT FACULTY POSITIONS

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“The recruitment of outstanding faculty is one of the most important goals of Lewis & Clark College. ...Our choices at every stage of each search (e.g., how we define positions, whom we interview at national meetings, whom we bring to campus, and of course whom we appoint) are crucial.” (From p. 147 of the Lewis & Clark College Faculty Handbook 2004.)

An effective process for defining and requesting replacement or new faculty positions requires that departments and programs strive to achieve the following goals:

- To build a cohesive community of teachers and scholars in the tradition of the liberal arts.
- To build strong academic programs.
- To build programs which take advantage of interdisciplinary opportunities.
- To meet curricular needs.
- To build a diverse academic community.

The following sections of this document describe in more detail the ways in which these goals should be addressed in formal position requests. Department chairs are encouraged to consult the Associate Dean and the Dean of the College before submitting a formal request to the Faculty Council. Proposals aimed at expanding a department or replacing faculty members who are scheduled to leave the College should reach the Associate Dean by **February 4, 2011**.

Evaluating the department or program

An important part of the request is an evaluation of the department or program, in which its current state and a vision for its future are described. A useful first step in this exercise is the articulation of the teaching and scholarly mission of the department or program. Ideally, the mission should be informed by current and foreseeable developments in the field represented by the department or program, and should include a discussion of current and prospective collaborations with other departments or programs at the College. The evaluation exercise should also compare the department or program with similar departments or programs at our peer institutions or institutions that should be in our peer group.

A request for a faculty position must be justified by departmental or College needs identified clearly in the evaluation section of the document. Broadly speaking, the request

should consider the needs of our students and teacher-scholars by answering the following questions:

- How does this position contribute to the long-term trajectory of the department? That is, where is the department now, where does it want to be, and how will this position help the department get there?
- Is the position in an area that the College is not currently covering but needs to cover in order to sustain academic excellence?
- How will the faculty member interact with other departments and programs at the College?
- What strategies will the department use to optimize chances of identifying highly qualified candidates that might add diversity to our community?

Department chairs are encouraged to contact the Dean of the College or the Associate Dean to obtain help with the crafting of the proposal. The Dean's Office and the Office of Institutional Research have access to data on Lewis & Clark and our peer institutions. The Office of the Associate Dean can work with departments on strategies for attracting a diverse pool of applicants.

Meeting the needs of the teaching enterprise

The request should articulate clearly how replacement or additional staffing will allow the department to meet curricular needs that may arise from such factors as: (i) increased student interest in an area of study, (ii) the addition or expansion of an area of study in a department or program, and (iii) the implementation of new pedagogical strategies that require either reduced class sizes or additional staffing. The argument must be supported quantitatively. Particularly useful metrics include:

- the variation in the number of credit hours taught in a department or program over the last ten years;
- the variation in the number of majors and minors in a department or program over the last ten years; and
- projected enrollment figures for the foreseeable future.

Data for this analysis may be gathered by the department or may be obtained from other sources, such as the Dean's office and the Office of Institutional Research. The Faculty Council understands that accurate projections are difficult to make. However, it is still important for departments and programs to make reasonable forecasts about future enrollment figures in the light of clearly articulated changes in the academic environment, such as increased student interest or curricular restructuring. Also useful is a discussion of how the requested position will alleviate the need for adjunct faculty and lecturers. Furthermore, the document must include comments from the chairs or representatives of programs or departments that will be affected by the request.

Position requests should also indicate how the new or replacement position will contribute to the College's general education program. Students at the College take

roughly two-thirds of their courses outside of their majors, and every department bears responsibility for offering coursework for non-majors, whom we ask to do serious coursework outside of their intellectual comfort zones. In particular, we all bear responsibility for seeing to the staffing of the College's faculty-approved, first-year, two-term course *Exploration & Discovery*. Position requests should indicate how the intended hire will contribute to General Education, and where feasible, to *Exploration & Discovery*.

In the last few years the College has seen an increase in the number of interdisciplinary programs and inter-departmental collaborations. It is quite possible that more such collaborative efforts will occur in the future. A position request should articulate clearly how participation in collaborative efforts, either current or emerging, is affecting or will affect: (i) enrollments in a department or program, and (ii) the distribution of workload within the department and across the College. For example, can the expansion of the department be justified by the combined need to contribute to an interdisciplinary program (such as Gender Studies), overseas programs, the general education program, or the *Exploration & Discovery* core course? This part of the argument must show evidence of conversations among departments and programs that are currently collaborating or plan to collaborate.

Meeting the needs of our community of scholars

The faculty member occupying the requested position will be expected to perform scholarly or creative work of the highest quality, becoming an integral member of a vibrant community of teacher-scholars. It follows that the request should answer the following questions:

- Will the faculty member occupying the requested position help the department or program to move in new scholarly or creative directions?
- Whereas participation in collaborative projects with faculty and students is not required to justify a request, it is important to note that collaborative efforts do enhance the community. To that end,
 - with whom would the faculty member occupying the requested position collaborate?
 - would the new faculty member be able to collaborate with students in scholarly or creative pursuits?

Finally, to ensure that the College can support the scholarly or creative work of the new faculty member, the following questions should be answered:

- What are the start-up requirements for this position?
- Is sufficient office, laboratory, or studio space available?
- Can the library support the scholarly needs of the new faculty member?
- How much travel does the new faculty member need to do for their scholarly development?

- Can we capitalize on the resources of other nearby institutions to provide support for the new faculty member?

In addition to providing arguments for the creation of the new position, the department chair should supply a preliminary version of the advertisement that will be sent to appropriate online or print outlets.