

## PROTOCOL for FILLING FACULTY VACANCIES

### Procedure

1. When a vacancy is determined to exist, the Dean of the school in consultation with the Chair will determine whether the position should be replaced. The demonstrated future need for the budget line's continuance will be the basis for an **Intent to Fill** document.
2. This written statement should be sent to the VPAA as an **Intent to Fill**. The VPAA will then endorse the Intent to Fill or enter into discussion with the Dean about other alternatives. If the VPAA is unwilling to endorse the Intent to Fill, the position may be subject to strategic attrition in the coming FY following further program review by the Deans Council of the viability of the degree/department.
3. If the Intent to Fill is approved, the Dean will then follow Working Policy to appoint a search committee to seek the best qualified candidates for the position. The search process<sup>1</sup> will include the usual expectations of posting a vacancy (through request to HR to post which will be signed by the VPAA), seeking and interviewing candidates (with appropriate permissions from current SDA employer).
4. The President and VPAA will interview the lead candidates to assure the selection of those candidates committed to Christian Adventist education who would fit the environment and mission at Andrews University. Their conclusions will be conveyed to the Dean and Chair.
5. Upon recommendation of the search committee and concurrence by administration the Dean will prepare a school recommendation and Recommendation for Appointment form. The Dean will verify that the budget for the intended date of hire supports the financial plan for filling the vacancy by obtaining the Controller's signature.
6. Upon receipt of the supporting paperwork packet<sup>2</sup> the VPAA will write a formal letter of recommendation to the President, requesting that the selected candidate receive a formal invitation to join the faculty. The VPAA will notify the Dean that this formal recommendation has been sent which will provide the Dean or Chair with authorization to issue an informal invitation.
7. The hiring packet will be forwarded by the President's office to Human Resources for formal implementation with letter of invitation to join the university faculty.
8. The Board Exhibit for the next meeting of the Trustees will be prepared in the VPAA's office with the relevant information about the invited candidate.

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### Definitions

- <sup>1</sup> Such a search process in the Seminary or Department of Religion will have appropriate input from the IBMTE or North American Board of MTE
- <sup>2</sup> Paperwork packet includes Recommendation for Appointment (hiring form) with signatures of Dean and Controller, Intent to Fill form, Chair and Dean recommendations, candidate vita, and any information on special arrangements requested pertinent to the hire.

1. Vacancy. A vacant position for which a letter of resignation exists or for which papers have been filed with Human Resources for retirement indicating a date for full retirement from the university.
2. Attrition. The process of reducing faculty or staff workforce by not replacing a vacant position with a replacement person.
3. Strategic attrition. The decision not to replace a vacant position because of re-structuring of a department or curriculum, or due to closure and teachout of a program.
4. Demonstrated future need. Evidence that the position is required for the successful continuation of an academic degree or department based on:
  - AU academic standards and/or accreditation requirements for faculty required to offer a degree;
  - faculty loads of other department faculty;
  - the fiscal viability of the degree/department as shown by of trends (past 3 years) in;
    - a. headcount enrollment
    - b. credits generated for degree/department compared to targets,
    - c. efficiency (student/faculty ratio) and
    - d. fiscal productivity.

In short, evidence is persuasive that this department is thriving or growing rather than declining in viability.

Approved August 26, 2005  
Executive Budget committee