

## RATS GUIDELINES

Revised 9/10/08

### Guidelines for Requesting Changes in Department or Program Staff

**The RATS process characterized below can be initiated either by direct requests for staffing changes to RATS or via the Position Appointment Review (PAR) process**

A. Direct requests for new teaching staff or for other changes (either increases or decreases) in the number *or* kind of continuing appointments within a department or program ordinarily will be initiated by the department or program, although a committee, administrative unit, or group other than an existing department or program also could bring forward a request **after appropriate consultation with the department or program.**

B. Evaluation of whether a tenure track faculty position should continue can be triggered by FISC through the Position Appointment Review process, during which consensus was reached that a position should be considered by a RATS process. Alternatively, if the Position Appointment Review process results in a failure of FISC to reach consensus to replace a position, **FISC should take steps to consult to the parties most likely to be interested in the position in order to try to reach consensus. If consensus still cannot be reached, the RATS process is automatically triggered. The President can also trigger a RATS process by rejecting FISC's recommendation that a search be authorized for a tenure track position.**

C. The RATS procedure must also be followed whenever any department, program, committee, or administrative unit:

- 1) proposes to increase the number of permanent (budgeted) teaching positions within a department or program by any fraction of an FTE;
- 2) proposes to convert any position created as a short term position due to windfall budget opportunities, grants or for any other ad hoc purpose to a permanent tenure track position
- 3) proposes to convert an existing permanent position with a terminal non-tenure track appointment to a tenurable position;
- 4) proposes to initiate, modify, or eliminate an academic program, when doing so would require new staffing or reallocation of existing staff;

D. The RATS committee will consist of 2 members of CPC (1 faculty, 1 student), 1 member of FAC, 1 **teaching faculty** member of Budget Committee and the Academic Dean. The committee will evaluate proposed staffing changes to assess educational merit, compelling need, institutional appropriateness, and staffing resources. In some cases, when it seems advisable, the Development Office also may be brought into consultation during this evaluation.

E. All requests, along with all supporting materials, must be submitted to the conveners of CPC, FAC, and Budget no later than October 1 of the year prior to the year in which the desired change in staff is proposed to go into effect, so that the evaluation can be completed no later than June and a search can begin the following year.

F. The Academic Dean (in consultation with FISC) will continue to authorize (“emergency” or “quick fix”) searches for short term appointments.

G. Every request following this procedure must include two arguments:

1) a disciplinary argument that addresses how the proposed position is demanded by the criteria of disciplinary or interdisciplinary excellence;

And

2) an institutional argument that addresses how the proposed position would carry out the educational mission of the college and be consistent with curricular goals and guidelines as passed by the Faculty Meeting.

H. These arguments must be supported when appropriate by all of the following materials.

1) a survey of the curriculum, staffing, and enrollment during the previous 5 years; a description of the teaching load of each faculty member, both number of courses, and number of class/lab hours.

2) a 3-year projection of curriculum, staffing, and enrollment where it is assumed that the proposed staffing change is approved;

3) a 3-year projection of curriculum, staffing, and enrollment where it is assumed that the proposed staffing change is not approved;

4) a description of existing staff’s co-curricular roles and responsibilities.

Other materials may be submitted as well, but it is the responsibility of the initiating department, program, committee, or administrative unit to determine what materials are needed to support the above two arguments, and to submit all such materials along with the request.

It will not be part of the responsibility of the RATS committee or the Academic Dean to conduct further research in order to fill in gaps in the supporting materials, or otherwise complete the documentation needed to substantiate the arguments.

Once a RATS process has been initiated, an announcement will be made to the faculty that this process is underway and the names of the individuals on the RATS committee will be announced. In the Academic Dean’s Office, there will be a notebook or file containing the

RATS documents provided by the department or program. These materials will also be made available through Community Documents. Community members can write memos to the committee and place those in the file as well, or can contact committee members individually, or both. This will provide for community input without involving the faculty meeting as a whole in the discussion of individual positions unless the addition or reallocation of a position results in the creation or discontinuation of a program or major.

I. If the RATS process results in a recommendation of a staffing change which either results in the staffing of a newly created program or major or the laying down of a program or major, this recommendation is brought by CPC to the faculty for approval. The assumption is that members of the RATS committee are consulting with their parent committees on a regular basis during the process and that a general sense of the direction of discussions is known by those committees as the process proceeds. This also assumes that CPC has reached consensus to create a new program or major, or to lay down a major. If the faculty approves the recommendation, the staffing change recommendation goes to the President. Should the President decide not to accept the recommendation of the faculty, she or he would be under a burden to account for the rejection of the faculty's recommendation, and the position would go back to RATS for reconsideration.

J. If the recommendation does not involve the creation or laying down of a program or major, then the staffing change recommendation goes to the President for consideration and a report is made to the faculty for their information. Faculty consensus is not required in this case. The Dean and the President will announce the decision to the faculty along with a rationale for accepting or rejecting the recommendation of the RATS committee. In the event the recommendation is rejected, the position would go back to RATS for reconsideration.

(Prepared by the Reallocation and Tenure Subcommittee (RATS) of CPC, FAC, FISC, and Budget Committees: Jonathan Diskin, Ferit Guven, Kathy Milar and Tom Hamm, 9/16/08)