

## 75-25 Full-Time Faculty Hiring Plan, February 2017

An ad hoc committee of representatives from Academic Affairs and the Academic Senate developed this plan to address the ongoing issue of full-time faculty hiring at Santa Monica College. This work has been driven by the Master Plan for Education 2016-17 Update, Objective 5; Academic Senate Strategic Objective 4a; and the Board of Trustees No. 3 goals and priorities.

Master Plan for Education 2016-17, Objective 5 reads, "Revisit the plan developed by the Ad Hoc Full-Time Faculty Task Force to adjust benchmarks as needed with the goal of implementing a long-term plan to increase the percentage and net number of full-time faculty." That objective specified that the task force would supply a preferred approach designed to achieve benchmarks after identifying such benchmarks and timelines in consultation with personnel in human resources and in finance. It also stated that the task force will supply appropriate data to the Institutional Effectiveness Committee for its annual Institutional Effectiveness report and dashboard. These responsibilities are in keeping with the previous year's ad hoc task force whose work was intended to provide a methodology to move SMC's full-time faculty ratio toward the 75 percent/25 percent full-time to part-time faculty ratio goal recommended in Title 5 (AB 1725) and the Board of Trustees target of 60% full-time faculty (2009 Board action).

The 2016-2017 Board of Trustees Goal No. 3 reads, "Continue to support and hire a diverse, outstanding, and innovative full-time and adjunct faculty that demonstrates a commitment to student success, engagement and equity. Implement a plan to ensure the college progresses over time toward increasing the percentage and net number of full time faculty. Report annually on college progress, including impact on adjunct faculty."

In addition the Academic Senate set an overarching goal of providing leadership in ensuring progress over time toward achieving the ideal 75/25 full-time hiring goal. That overarching goal was further explained as the need to "Continue the Senate's important work with DPAC, the Budget Subcommittee, District senior management and the Board of Trustees to implement appropriate yearly benchmarks and commit adequate funding to ensure improvement over time in the percentage of credit hours taught by full-time faculty and the percentage of student contact hours worked by counselors."

### Establishing a Baseline

The committee agreed upon the following parameters in determining the percentage of work conducted by full-time, instructional faculty as well as full-time, non-instructional faculty even though some of these parameters are not included in the official state computation of the full-time to part-time ratio:

- Instructional and non-instructional faculty members were considered separately pursuant to AB 1725 and Education Code 87482.6 in which the intent is described as "75 percent of credit instruction taught by full-time instructors."
- Overload hours taught by full-time faculty were included as full-time instructional hours.
- Courses taught by counselors and librarians were included in the instructional data.
- Reassigned time for instructional and non-instructional faculty was counted as full-time faculty work. Reassigned time for Fall of 2016 was the equivalent of 33 FTEF.

- Leaves and sabbaticals of full-time instructors were included as full-time faculty work. Leaves and sabbaticals for Fall of 2016 were the equivalent of 13 FTEF.

Utilizing the above assumptions, the committee found the following for Fall 2016:

- While 41.3% of credit weekly teacher hours were taught by full-time faculty, when the above assumptions are included this figure rises to 49.3%.
- While 37.9% of counseling hours (non-teaching) were fulfilled by full-time faculty, when the above assumptions are included, the figure rises to 42.9%.
- 82.1% of library services (non-teaching) were fulfilled by full-time faculty.

Because the Library currently exceeds the 75% full-time faculty goal, non-instructional library services were not included in the models developed. This status will be revisited annually.

In order to estimate the number of retirements over the next five years, the Academic Senate conducted an online survey of full-time faculty. The results were as follows.

Retirements expected:

2016-17	10
2017-18	11
2018-19	4
2019-20	16

The District is currently implementing a hiring plan for 20 new full-time faculty members to begin work in Fall 2017. The models presented here assume that these new hires are all successful and that the expected 10 retirements occur, resulting in a net gain of 10 faculty members in 2017-18. The models presented set goals for 2017-18 and subsequent years.

#### Modeling to Reach 75% Full-Time Faculty

With the assistance of Fiscal Services, the committee developed the following models to estimate the number of full-time faculty to be hired in order to reach particular benchmarks. The models also include associated costs. The model assumes an annual 0.5% increase in weekly teacher hours due to growth in FTES as well as possible declines in efficiency (including factors such as average course fill rate). Although counseling hours do not traditionally follow the same growth patterns as instruction, a 0.5% increase each year was included. Non-instructional counseling hours have experienced rapid growth in recent years due to the SSSP mandate, funding, and activities including grants and special projects.

The goal presented in this report for the percentage increase in the proportion of full-time faculty for each academic year is 2.5%.

In calculating the costs of these models, the full-time faculty cost was based on the actual District average salary for new full-time faculty hires. Part-time faculty cost was based on the actual District average salary of a part-time faculty converted to the equivalent of one full time equivalent faculty member (FTEF). Annual increase in cost is associated only with the increase in the State Teacher

Retirement System (STRS) Defined Benefit (DB) contributions. Step and column increases are not included. Part-time and full-time faculty benefits were calculated to increase at the same rate. The final year in the models below represents the cost to maintain a 75-25 full-time faculty ratio in the first year after reaching the goal

*Explaining the Data to Achieve a 2.5% per year Increase in Full-Time Faculty in Instruction and Counseling*

In academic year 2017-18 the District would have to hire 27.7 full-time instructional faculty to reach 52.8% full time faculty in Fall 2018. Additionally, the District would have to hire 3.7 full-time counselors in order to reach 46.4% full-time faculty in Fall 2018. It is estimated that 11 full-time faculty will retire in June 2018, so the net, additional full-time faculty in Fall 2018 is 20.4. The estimated replacement cost to hire a full-time faculty member in that year is \$48,871. This is the difference in cost between hiring a part-time faculty member and a full-time faculty member to teach the load of 1 FTEF. Therefore, the total cost for the full-time hires will be \$997,175. The District would reach the Board of Trustees’ 2009 60% benchmark in the 2021-22 academic year for instructional faculty and in 2024-25 for counseling faculty. The District would reach the 75% benchmark in the 2027-28 academic year for instructional faculty and in 2030-31 for counseling faculty.

<b>Instructional Faculty- 2.5% growth per year, 60% by 2021-22, 75% by 2026-27</b>				
<b>Academic Year</b>	<b>% FT goal for next year</b>	<b>#FT teaching to hire next year</b>	<b># FT expected to retire end of year</b>	<b>Net additional FT for next year</b>
17-18	52.8	27.7	10	17.7
18-19	55.4	21.8	4	17.8
19 - 20	57.8	32.0	14	18
20 - 21	60.4	32.2	14	18.2
21-22	62.8	32.4	14	18.4
22-23	65.4	32.5	14	18.5
23-24	67.8	32.7	14	18.7
24-25	70.4	32.9	14	18.9
25-26	72.8	33.1	14	19.1
26-27	75	30.6	14	16.6

<b>Counseling Faculty- 2.5% growth per year, 60% by 2024-25, 75% by 2030-31</b>				
<b>Academic Year</b>	<b>% FT goal for next year</b>	<b>#FT counseling to hire next year</b>	<b># FT expected to retire end of year</b>	<b>Net additional FT for next year</b>
17-18	46.4%	3.7	1	2.7
18-19	48.9%	2.8	0	2.8
19 - 20	51.4%	2.8	0	2.8
20 - 21	53.9%	2.8	0	2.8
21-22	56.4%	2.8	0	2.8

22-23	58.9%	2.9	0	2.9
23-24	61.4%	2.9	0	2.9
24-25	63.9%	2.9	0	2.9
25-26	66.4%	2.9	0	2.9
26-27	68.9%	3.0	0	3.0

Academic Year	Replacement cost per FT	Total Cost
17-18	\$48,871	\$997,175
18-19	\$50,609	\$1,042,495
19 - 20	\$45,276	\$941,350
20 - 21	\$46,602	\$978,320
21-22	\$47,458	\$1,005,743
22-23	\$48,309	\$1,033,475
23-24	\$49,153	\$1,061,469
24-25	\$49,991	\$1,089,746
25-26	\$50,830	\$1,118,461
26-27	\$51,669	\$1,013,158

Please note, the “#FT expected to retire” in the tables is based on the survey conducted by the Academic Senate in Fall 2015. The number reported in the survey for 2019-20 was extrapolated out for the subsequent years included here. The Senate will repeat this survey every other academic year so that this information can be updated. In order to implement these models and accelerate hiring while maintaining excellence, the District will need to review current practices. For example, the District will continue to deploy innovative recruitment. In addition academic departments might consider forming closer alliances with graduate programs in relevant disciplines, and SMC faculty might act as recruiters for the District from their own alma maters. The Academic Senate Joint Ranking committee regularly reviews its processes and will consider what changes, if any, might contribute to the hiring of full-time faculty. The committee will continue the practice of sending the full list of ranked positions to the President for consideration. In the “grow your own tradition,” SMC classified staff and students could be encouraged to pursue graduate degrees and a career in community college teaching. The models presented here will be revised annually by a joint work group of members from the Academic Senate and Academic Affairs.

**Task Force Members:**

- Jason Beardsley, Academic Senate
- Fran Chandler, Academic Senate
- Nate Donahue, Academic Senate
- Georgia Lorenz, Academic Affairs
- Jennifer Merlic, Academic Affairs
- Mitra Moassessi, Academic Senate