



RECOMMENDATIONS APPROVED BY DPAC  
SUBMITTED TO THE SUPERINTENDENT/PRESIDENT

Date of DPAC Meeting	Recommendation	Status
February 24, 2016	<p><b>75/25 Full-Time Hiring Task Force Report:</b></p> <p>The Full-Time Hiring Task Force developed a plan to address the issue of full-time faculty hiring at Santa Monica College. The work was driven by the Master Plan for Education 2015-2016 Update (objective 11) two Academic Senate strategic initiatives and the Board of Trustees Goals and Priorities. The plan includes two options. Option 1 is an increase of 2.5 percent per year, 60 percent by 2021-22, 75 percent by 2027-28. Option 2 is 5 percent per year, 62.5 percent by 2019-20, 75 percent by 2022-23.</p> <p>DPAC unanimously approved Option 2 (5 percent) for the first year (2017-18) and will revisit the plan every year. <i>The recommendation will be forwarded to the Superintendent/President for consideration.</i></p>	<input type="checkbox"/> Approve <input checked="" type="checkbox"/> Consider <input type="checkbox"/> Modify <input type="checkbox"/> Not Approved

Superintendent's Response

I have received the recommendation from DPAC regarding a plan to address the issue of full-time faculty hiring. I am pleased to report that we are exceeding our commitment of hiring 23 new faculty previously recommended for 2016-2017. Each new faculty hire represents a long-term financial obligation which, along with future budget projections, must be factored into any decision on the number of new faculty to be hired in any given year. I am committed to increasing the percentage of full-time faculty and will do so within the constraints of annual budget projections, which will include all projected costs and on-going-funding needs.

Signed: \_\_\_\_\_  
Superintendent/President

Date: April 27, 2016

## Full-Time Faculty Hiring Plan, February 2016

An ad hoc committee of representatives from Academic Affairs and the Academic Senate developed this plan to address the issue of full-time faculty hiring at Santa Monica College. This work has been driven by the Master Plan for Education 2015-16 Update, Objective 11, two Academic Senate strategic objectives, as well as the Board of Trustee goals and priorities.

Master Plan for Education 2015-16, Objective 11 reads, "Develop and implement a long-term plan to increase the percentage and net number of full-time faculty. The plan will include a target percentage, timelines, and benchmarks." By the end of this academic year the ad hoc committee will recommend a plan to DPAC to move towards 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 2015-16 Board of Trustees priority # 3 reads, "Continue to support and hire a diverse and outstanding full-time and adjunct faculty that demonstrates a commitment to student success, engagement and equity. Develop and implement a plan to ensure the college progresses over time toward increasing the percentage and net number of full time faculty."

In addition the Academic Senate set an overarching goal with two strategic objectives for the academic year 2015-16 in support of the hiring of full-time faculty. Goal 4 reads as follows, "Provide leadership in ensuring progress over time toward the 75/25 full-time hiring goal."

### 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:

- 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.
- 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 2015 was the equivalent of 35 FTEF.
- Leaves and sabbaticals of full-time instructors were included as full-time faculty work. Leaves and sabbaticals for Fall of 2015 were the equivalent of 11.43 FTEF.

Utilizing those assumptions the committee found the following for Fall 2015, using the same data that was used to report the Full-Time Faculty Obligation Number (FON) to the Chancellor's office.

Fall 2015:

- While 40.5% of credit weekly teacher hours were taught by full-time faculty, when the above assumptions are included this figure rises to 47.5%.
- While 40.3% of counseling hours (non-teaching) were fulfilled by full-time faculty, when the above assumptions are included, the figure rises to 44.7%.
- 83.5% 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 (see Appendix A). The results were as follows.

Retirements expected:

2015-16	15
2016-17	10
2017-18	11
2018-19	4
2019-20	16

The District is currently implementing a hiring plan for 23 new full-time faculty members to begin work in Fall 2016. The models presented here assume that those hiring processes are successful and that the expected 15 retirements occur, resulting in a net gain of 8 faculty members in 2016-17. 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. Option I assumes an annual 1.5% 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 1% increase each year was included. Non-instructional counseling hours have experienced rapid growth in recent years due to the SSSP mandate, funding, and activities.

The percentage increase in the proportion of full-time faculty for each academic year in Option I is 2.5% with an initial goal of 50% for 2017-18 and a goal of 52.5% for 2018-19. Option II assumes the same rate of growth for both instruction and non-instruction. However, the percentage increase in the proportion for each year is more aggressive at 5% per year with an initial goal of 52.5% for 2017-18.

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 starting in 2015-16. 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 were 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.

*Option I 2.5% per year, 60% by 2021-22, 75% by 2027-28*

In academic year 2016-17 the District would have to hire 28.5 full-time instructional faculty and 5.9 full-time counselors in order to reach 50% full-time faculty in Fall 2017. It is estimated that 10 full-time faculty will retire in June 2017, so the net, additional full-time faculty in Fall 2017 is 24.4. The estimated replacement cost to hire a full-time faculty member in that year is \$32,275. 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 \$787,505,90. The District would reach the Board of Trustees' 2009 60% benchmark in the 2021-22 academic year. The District would reach the 75% benchmark in the 2027-28 academic year.

<i>Option I 2.5% per year, 60% by 2021-22, 75% by 2027-28</i>									
Academic year	% FT goal for	# FT teaching required	# FT counselors required	Total FT required	# FT retired at the	Net additional FT	Replacement	Total Cost	
	Next year	to hire for next year	to hire for next year	to hire for next year	end of the year	For next year	cost per FT		
16-17	0.5	28.5	5.9	34.4	10	24.4	\$ 32,275	\$ 787,505.90	
17-18	0.525	32.3	3.9	36.2	11	25.2	\$ 33,101	\$ 833,810.03	
18-19	0.55	26.9	3.0	29.8	4	25.8	\$ 33,901	\$ 875,849.53	
19-20	0.575	37.5	5.0	42.5	16	26.5	\$ 34,704	\$ 919,471.10	
20-21	0.6	38.1	5.1	43.2	16	27.2	\$ 35,136	\$ 954,561.78	
21-22	0.625	38.7	5.1	43.9	16	27.9	\$ 35,136	\$ 978,700.63	
22-23	0.65	39.4	5.2	44.6	16	28.6	\$ 35,136	\$ 1,003,342.80	
23-24	0.675	40.0	5.2	45.3	16	29.3	\$ 35,136	\$ 1,028,497.91	
24-25	0.7	40.7	5.3	46.0	16	30.0	\$ 35,136	\$ 1,054,175.77	
25-26	0.725	41.4	5.3	46.7	16	30.7	\$ 35,136	\$ 1,080,386.37	
26-27	0.75	42.1	5.4	47.5	16	31.5	\$ 35,136	\$ 1,107,139.87	
27-28	0.75	22.9	2.8	25.6	16	9.6	\$ 35,136	\$ 338,943.47	

*Option II: 5% per year, 62.5% by 2019-20, 75% by 2022-23*

In academic year 2016-17 the District would have to hire 45.5 full-time instructional faculty and 8.3 full-time counselors in order to reach 52.5% full-time faculty in Fall 2017. Again, the estimate is that 10 full-time faculty will retire, resulting in a net gain of 43.7 full-time faculty in Fall 2017. The cost of this option would be \$1,411,933.89 in the first year of implementation. The District would exceed the 60% benchmark by reaching 62.5% in the 2019-20 academic year. The District would reach the 75% benchmark in the 2022-23 academic year.

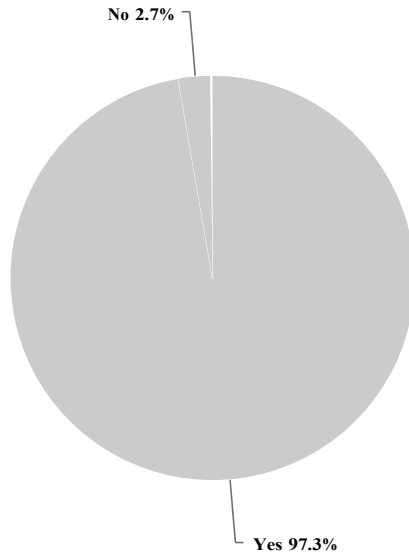
<b>Option II: 5% per year, 62.5% by 2019-20, 75% by 2022-23</b>									
Academic year	% FT goal for	# FT teaching required	# FT counselors required	Total FT required	# FT retired at the	Net additional FT	Replacement	Total Cost	
	Next year	to hire for next year	to hire for next year	to hire for next year	end of the year	For next year	cost per FT		
16-17	0.525	45.5	8.3	53.7	10	43.7	\$ 32,275	\$ 1,411,933.89	
17-18	0.575	49.8	6.3	56.1	11	45.1	\$ 33,101	\$ 1,492,637.90	
18-19	0.625	44.9	5.4	50.3	4	46.3	\$ 33,901	\$ 1,569,876.86	
19-20	0.675	56.0	7.5	63.5	16	47.5	\$ 34,704	\$ 1,650,101.09	
20-21	0.725	57.2	7.7	64.8	16	48.8	\$ 35,136	\$ 1,715,145.44	
21-22	0.75	40.1	5.2	45.3	16	29.3	\$ 35,136	\$ 1,030,491.53	
22-23	0.75	22.2	2.8	25.0	16	9.0	\$ 35,136	\$ 315,275.15	

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 techniques including but not limited to hosting an annual SMC Open House focused on faculty 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. 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 Academic Senate will conduct a bi-annual survey of full-time faculty to estimate upcoming retirements. The models presented here will be revised annually by a joint work group of members from the Academic Senate and Academic Affairs. In addition, the ad hoc committee recommends that the percentage of full-time faculty be included in the Institutional Effectiveness report as a key performance indicator.

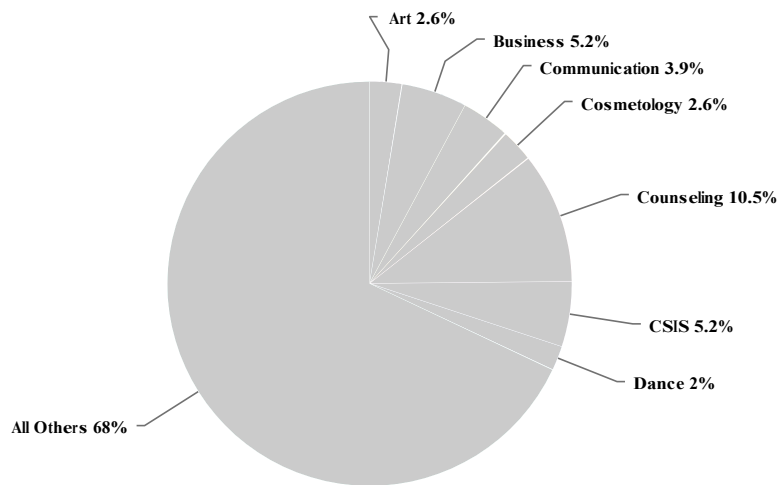
## Succession Planning Survey Results

1. Are you currently classified as active full-time faculty (not retired) at Santa Monica College?



Yes	97.3%		178
No	2.7%		5
Total			183

2. Please select the department of your primary assignment.

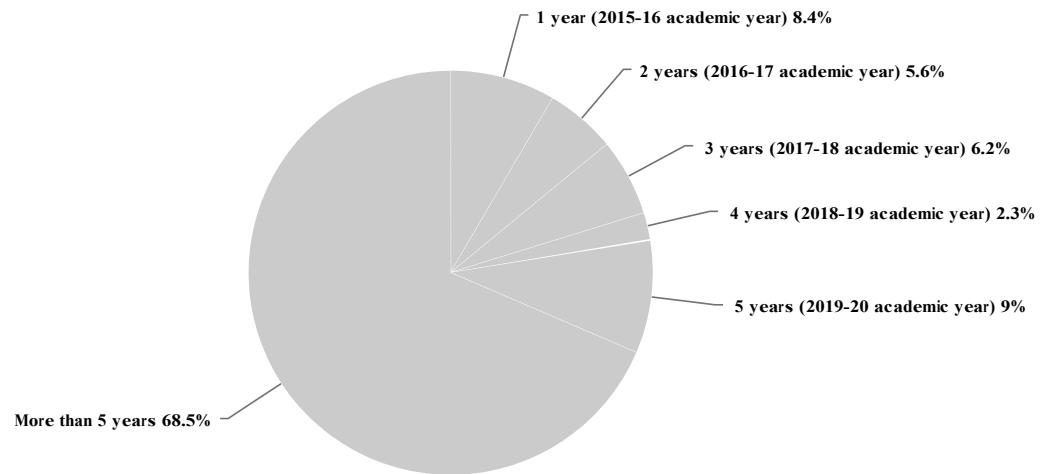


Art	2.6%		153
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Athletics	0.0%	
Business	5.2%	
Communication	3.9%	
Cosmetology	2.6%	
Counseling	10.5%	
CSIS	5.2%	
Dance	2.0%	
Design Tech.	2.6%	
Disabl Stu Ctr	3.3%	
Earth Science	2.6%	
Education/ECE	2.0%	
Emeritus	0.0%	
English	11.8%	
ESL	2.6%	
Health Sciences	1.3%	
History	1.3%	
ISC	0.7%	
Kinesiology	2.0%	
Library	1.3%	
Life Science	6.5%	
Math	9.2%	
Modern Lang/Cul	2.0%	
Music	2.0%	
NC Education	0.0%	
Philosophy/Soci	6.5%	
Photo - Fashion	0.7%	
Physical Sci	7.8%	
Psychology	1.3%	
Student Life	0.0%	
Theatre Arts	0.7%	
<b>Total</b>		<b>153</b>

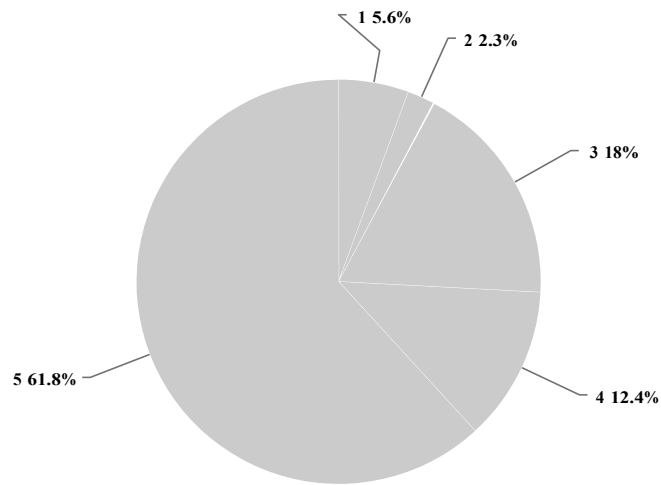


3. Please complete the sentence below, indicating a timeframe for your retirement from your current active full-time faculty status. I plan to retire in \_\_\_\_\_:



			Statistics	
1 year (2015-16 academic year)	8.4%	15	Sum	164.0
2 years (2016-17 academic year)	5.6%	10	Average	2.9
3 years (2017-18 academic year)	6.2%	11	StdDev	1.6
4 years (2018-19 academic year)	2.3%	4	Max	5.0
5 years (2019-20 academic year)	9.0%	16		
More than 5 years	68.5%	122		
		<b>Total</b>		<b>178</b>

4. On a scale of 1-5 (with 5 being “absolutely certain” and 1 being “not so sure”), how certain are you of this decision?



1	5.6%		10
2	2.3%		4
3	18.0%		32
4	12.4%		22
5	61.8%		110
Total			178

**Statistics**

Sum	752.0
Average	4.2
StdDev	1.2
Max	5.0

## Appendix B

### The “FON”

While Santa Monica College is in compliance with the Full-Time Faculty Obligation Number (FON), the College does not meet the ideal “75/25” standard. For Fall 2015 Santa Monica College’s Full-Time Faculty Obligation Number (FON) was 262.4. The total Full-time Equivalent Faculty (FTEF) attributable to instructional and non-instructional Full-Time Faculty based on title 5 sections 53302, 53309, and 53310 for the District was 353.71, or 47.2%. This exceeds the District’s obligation by 91.31, and it is an improvement of 27.66 FTEF and 2.05% over Fall 2014. To meet the goal of “75/25” in Fall 2015 the District would need 562.16 FTEF attributable to full time faculty. The Chancellor’s Office issued an advanced estimate of the 2016 obligation number which is 281.26 for Santa Monica College.

Although the original intent of the “FON” was a mechanism to comply with the 75% goal, over the years it has become clear that districts can be in compliance with “FON” while never increasing the percentage of weekly teaching hours taught by full time faculty.

The 2015-16 budget for California Community Colleges included \$62.3 million for increasing the number of full-time faculty across the system. The funding is distributed to each district on the basis of FTES. Santa Monica College is expected to receive \$1.1 million added to the base, although that number could fluctuate with each apportionment report. Each district now has an increased adjustment to the FON based on this funding, which increases the total obligation number. This increase is referred to as the “budget FON.” SMC’s traditional FON is projected to increase by 3.0, and the additional “budget FON” is an increase of 15.86<sup>1</sup>. Therefore, the total FON for Fall 2016 will increase by 18.86.

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<sup>1</sup> This number is derived by dividing \$1.1 million allocated to SMC by the state’s average replacement cost for a Full-Time faculty member of \$73,057.