

DOCUMENT RESUME

ED 271 189

JC 860 405

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 TITLE Reshaping America's Community Colleges through New Faculty Hiring Practices.
 INSTITUTION Lakeland Community Coll., Mentor, Ohio.
 PUB DATE Jul 86
 NOTE 16p.
 PUB TYPE Reports - Research/Technical (143)

EDRS PRICE MF01/PC01 Plus Postage.
 DESCRIPTORS *College Faculty; Community Colleges; *Employment Opportunities; *Personnel Needs; *Personnel Selection; School Policy; Teacher Characteristics; *Teacher Qualifications; *Teacher Recruitment; Teaching Experience; Two Year Colleges

ABSTRACT

In spring 1986, a study was conducted by Lakeland Community College (Ohio) to determine whether community colleges were anticipating a substantial faculty turnover, what minimum and desired qualifications were being used to fill full-time faculty positions, and the importance of selected educational and vocational experiences for technical and transfer faculty. From a random sample of 124 colleges, survey responses were returned by 54% (N=67). Study findings included the following: (1) nearly half of the respondents anticipated substantial faculty turnover, with one-fifth of the institutions indicating that they were expecting vacancies of at least 20%; (2) respondents indicated that they would not fully staff present faculty positions, with a typical college employing 72 full-time faculty expecting to lose eight faculty members and hire just over six in the next 4 years; (3) faculty attrition was evenly distributed across the curriculum, with replacement positions showing a slight shift away from the liberal arts and mathematics, science, and health in favor of business and engineering; (4) fewer than 20% of the respondents recognized high school teaching as satisfying even the minimum experience qualifications; (5) more than 92% listed a master's degree as the minimum educational qualification for teaching transfer courses, and 5% required a doctoral degree for teaching in English and the social sciences; (6) 61% listed a master's degree as a required qualification for teaching in engineering technologies; and (7) nearly two-thirds of the respondents indicated they desired faculty with community college teaching experience. The survey instrument, a list of respondents, and survey response data are included. (RO)

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**RESHAPING AMERICA'S COMMUNITY COLLEGES
THROUGH NEW FACULTY HIRING PRACTICES**

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July 1986

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**RESHAPING AMERICA'S COMMUNITY COLLEGES
THROUGH NEW FACULTY HIRING PRACTICES**

James L. Catanzaro and Daniel D. Savage
July, 1986

Many of America's community colleges developed during the 1960's in response to an exploding demand for postsecondary education. The explosion was occasioned by a swelling of the college-age population which coincided with the emergence of the pervasive view that a college education is essential to success in life for people of virtually all ages, backgrounds and ambitions.

Community colleges in the 60's were required to hire large numbers of faculty as a result. Since the stress was on dedication to students and teaching over distinction in a discipline and research, most community colleges found their best applicant pool to be the ranks of high school teachers. The result was the development of a corps of instructors, often with bachelor's degrees in their teaching disciplines and advance degrees in education, uniformly committed to the centrality of the student learner.

Twenty years later the picture is quite different. Enrollments are on the decline. Many of those who shaped the community college movement are retiring. Readily available is an overflowing, highly educated applicant pool of people fully prepared for the university professoriate, many with experience in community colleges as well.

In Spring 1986, we conducted a study of sixty-one two-year colleges nationwide to find out whether these schools are continuing traditional community college hiring practices (from high schools) or are accessing the university applicant pool. In addition, we were interested in learning whether any important shifts were occurring, perhaps from the liberal arts which were so

popular in the 60's to career preparation fields so talked about today. We hypothesized that many community colleges are beginning to anticipate significant rates of faculty attrition since most institutions are fifteen to twenty years away from their principal development period. With a growing number of faculty at or near retirement age, compounded by the proliferation of early retirement programs, we expected to find institutions planning for substantial faculty turnover.

The study in part confirmed this hypothesis. While full-time faculty vacancies between 1986 and 1990 are anticipated to average a modest 10.8% overall, nearly half of the surveyed institutions look forward to very consequential faculty turnover, some as high as a third. Indeed, one-fifth of the institutions surveyed indicated that they are anticipating vacancies of at least 20%. Obviously a number of institutions will remain stable during this time as well.

In addition to estimating expected vacancies, respondents were asked to specify disciplines in which faculty openings were likely to occur and to estimate the number of positions which will be filled, again by discipline. In general, the respondents indicated that they would not fully staff present faculty positions. A typical college with 72 full-time faculty expected to lose eight and hire just six over the next four years.

Curiously, faculty attrition was evenly distributed across the curriculum: 37% in the liberal arts; 31% in math, science, and health; and 32% in business and engineering technologies. Replacement positions indicated a slight shift away from the liberal arts (36%), and math, science, and health (30%) in favor of business and engineering (34%).

Most important, the study sought to profile the replacement faculty who would make up the "second generation" of community college teachers. The study

confirmed that community colleges are indeed turning to the university applicant pool. Some two-year colleges are even listing the doctoral degree as "preferred." More to the point, recruitment from the ranks of high school teachers has virtually ceased. Fewer than 20% of the respondents recognize high school teaching as satisfying even the minimum experience qualification. At the same time, there continues to be little interest in recruiting persons with scholarly credentials as community colleges still look for people whose primary interest is teaching rather than research and publication.

As was expected, a clear differentiation of qualifications for career (technical) versus pre-baccalaureate (transfer) faculty emerged, particularly related to educational background. A master's degree is now seen as the union card for teaching transfer courses. More than 92% of the institutions listed a master's degree as the "minimum" educational qualification, and five percent require a doctoral degree in English and the social sciences. Moreover, a master's degree in one's discipline was the highest rated qualification on a list of job qualifications which the respondent was asked to rank on a scale of 1 to 10, "1" representing "not important" and "10" representing "very important." A master's degree in one's discipline was rated 9.6 overall. In addition, an earned doctorate was rated as "important" by two-thirds of the institutions, with more than one-third of the respondents giving an earned doctorate an 8 or higher rating.

Educational background was far less important for career program faculty. A master's degree was only listed as a required qualification for engineering technologies by 61% of the respondents. For business management and nursing, on the other hand, the requirement for a master's degree was higher, 89% and 79% respectively, but still well behind traditional transfer fields. Experience is apparently considered more consequential in career fields.

While community colleges now search for those who could also teach in four-year colleges and universities, they part company with senior institutions not only through a nearly complete disregard for scholarly achievement, but also through a decided preference for those with exposure to the community college. Nearly two-thirds of the institutions said they wanted faculty with community college teaching experience.

Whatever the field, the study showed that two-year colleges will continue to look for dedicated teachers. "Evidence of student orientation" was rated as "very important," scoring 8.3 on the 10-point scale for both transfer and technical faculty. "Willingness to work on committees" ranked quite high as well, scoring 6.8. In the case of technical faculty, "willingness to work on committees" was rated more highly than a "master's degree in one's discipline" and even "college teaching experience."

As many of America's community colleges enter their second generation, they have begun to conform to some of the hiring norms of other institutions of higher education. Nevertheless, they continue to be committed to the primacy of teaching. Thus they are centering their search efforts on full- and part-time community college faculty rather than teachers in the public high schools, the four-year college professoriate and graduate students. The new complexion of the faculty at community colleges may change these institutions. On the other hand, these new recruits may themselves be changed as they are acculturated further into the norms and values for the two-year college movement. In any case, they will come to their classes somewhat better prepared academically and likely with a view that they are teachers in a college rather than grades 13 and 14.

**RESHAPING AMERICA'S COMMUNITY COLLEGES
THROUGH NEW FACULTY HIRING PRACTICES**

TECHNICAL NOTES

The sample for this survey consisted of 124 randomly selected colleges (see Appendix A) offering a two-year degree as its highest offering as listed in the Higher Education Directory: 1986. The questionnaire (see Appendix B) was mailed in May, 1986 with the request that it be completed by the chief academic officer. 67 questionnaires were returned for a 54 percent response.

Results of the survey are shown below.

1. Minimum qualifications

	English	Science Math	Social Science	Business Admin	Nursing	Engineer Tech	Data Process
<u>education</u>							
doctoral degree	3	0	3	1	1	2	3
master's degree	58	61	57	56	44	35	35
bachelor's degree	3	4	1	6	9	18	20
other degree	1	1	1	3	3	4	4
<u>teaching experience</u>							
high school	12	13	12	10	5	7	7
college	14	13	13	13	9	9	12
community college	10	10	9	9	10	7	7
no teaching	24	24	23	26	30	29	31
<u>research/publications</u>							
none	53	53	51	52	48	45	49
some evidence	0	0	1	0	0	0	0
extensive evidence	0	0	0	0	0	0	0

2. Desired qualifications

	English	Science Math	Social Science	Business Admin	Nursing	Engineer Tech	Data Process
<u>education</u>							
doctoral degree	19	21	21	11	3	7	6
master's degree	41	39	37	47	51	45	46
bachelor's degree	3	6	2	6	3	6	8
other degree	0	0	0	0	0	0	0
<u>teaching experience</u>							
high school	1	1	1	1	1	1	1
college	21	24	22	22	20	18	21
community college	39	35	36	36	35	34	35
no teaching	2	2	2	2	2	2	2

<u>research/publications</u>							
none	30	29	29	32	34	29	32
some evidence	23	24	23	20	15	17	16
extensive evidence	0	2	0	1	1	1	1

3. Mean Scores (1 = not important, 10 = very important)

Value	Technical/ Vocational	Transfer General Education
Bachelor's in discipline	8.39	8.15
Masters in discipline	6.77	9.62
Publications in discipline	2.48	3.39
College teaching experience	5.68	6.91
Earned doctorate	2.77	5.45
Evidence of student orientation	8.12	8.32
Community college experience	6.38	6.57
High school teaching experience	3.59	3.60
Willingness to work on committees	6.83	6.81

4. Number of full-time faculty as of May, 1986

mean = 94.66
mode = 40.0
median = 71.5

4A. Mean Expected Vacancies 1986-1990 and Replacements

Discipline	Vacancies	Replacements
Humanities	2.21	1.96
Social Sciences	1.63	1.29
Math/Science	1.57	1.49
Business/Data Processing	1.80	1.55
Applied Health	1.56	1.24
Engineering Technology	1.48	1.48

APPENDIX A: FACULTY SURVEY LIST

Faculty Survey, May, 1986
 N= 124
 file: diskette 8#15

Colleges selected randomly from
Higher Education Directory, 1986
Chief Instructional Officers

- Dr. Charles A. Farrow, Dean of Instruction
 Alexander City State Junior College, Alexander, AL 35910-0699
- Dr. Virgil G. Warren, Dean of Instruction
 Jefferson Davis State Junior College, Brewton, AL 36427
- Dr. Glenn L. Maze, Dean of Instruction
 Snead State Junior College, Boaz, AL 35957
- Dr. James E. West, Dean Academic Affairs
 Walker College, Jasper, AL 35501
- Dr. Charles Cuning, Vice President Instructional Services
 Central Arizona College, Coolidge, AZ 85228
- Mr. Donald D. Hiserodt, Dean of Instructional Support Services
 Yavapai College, Prescott, AZ 86301
- Dr. Karen A. Wells, Dean for Academic Affairs
 Mississippi County Community College, Blytheville, AR 72316-1109
- Dr. Frances M. Conn, Vice President Instruction
 Allan Hancock College, Santa Maria, CA 93454
- Dr. Edward M. Tronaas, Vice President/Dean of Instruction
 Citrus College, Azusa, CA 91740-1899
- Mr. Raymond D. Liedlich, Dean of Instruction
 Columbia College, Columbia, CA 95310
- Dr. Bernadine Chuck Fong, Dean of Instruction
 Foothill College, Los Altos Hills, CA 94022
- Dr. James Walker, Vice President Academic Services
 Imperial Valley College, Imperial, CA 92251-0158
- Dr. Edwin A. Young, Vice President Academic Affairs
 Los Angeles Valley College, Van Nuys, CA 91401-4096
- Dr. Fred Robinson, Director of Education
 National Technical Schools, Los Angeles, CA 90037
- Dr. Wise Allen, Dean Instructional Services
 College of Alameda, Alameda, CA 94501
- Ms. Judith Valles, Administrative Dean Academic Affairs
 San Bernardino Valley College, San Bernardino, CA 92410
- Mr. Clarence Tauzer, Vice President for Academic Affairs
 Santa Rosa Junior College, Santa Rosa, CA 95401
- Mr. James R. Gayle, Vice President for Instruction
 Moorpark College, Moorpark, CA 93021
- Dr. Annette Lambson, Dean of Instruction
 Yuba College, Marysville, CA 95901
- Dr. Ralph A. Duncan, Acting Dean of Instruction
 Front Range Community College, Westminster, CO 80030-2199
- Dr. Peter M. Moanfeldt, Dean of Instruction
 Greater New Haven State Technical College, North Haven, CT 06473
- Mr. Edwin Rabinowitz, Dean of Instruction
 Thames Valley State Technical College, Norwich, CT 06360
- Dr. Lewis L. Atkinson, Dean of Instruction
 Delaware Technical & Community College, Dover, DE 19901
- Dr. Charles G. Cartwell, Dean Dir Admissions/Registrar
 Florida College,

- Columbia-Greene Community College, Hudson, NY 12534
- Dr. Mary Louise Vanwinckle, Dean of Academic Affairs
Dutchess Community College, Poughkeepsie, NY 12601
- Dr. Marco J. Silvestri, Vice President for Administration
Hudson Valley Community College, Troy, NY 12180
- Dr. Frank J. Millgan, Vice President for Academic Affairs
Monroe Community College, Rochester, NY 14623
- Dr. Helen M. Ethrington, Acting Vice President Academic Services
Onondaga Community College, Syracuse, NY 13215
- Dr. William R. Dodge, Vice President for Instruction
Rockland Community College, Suffern, NY 10901
- Dr. Gabriel J. Basil, Dean of Academic Affairs
Schenectady County Community College,
- Mr. John J. Saal, Academic Vice President
Suffolk County Community College, Selden, NY 11784
- Dr. Donald Katt, Acting Dean of Instruction
Ulster County Community College,
- Dr. Olin R. Wood, Vice President Instructional Services
Asheville Buncombe Technical College, Asheville, NC 28801
- Dr. Phyllis P. Vogel, Dean of Instruction
Coastal Carolina Community College, Jacksonville, NC 28540-6877
- Dr. Dillard L. Morrow, Senior Vice President
Isothermal Community College, Spindale, NC 28160-0804
- Dr. Edward B. Bright, Dean of Instruction
Pitt Community College, Greenville, NC 27834
- Dr. Vaud A. Travis, Dean of Instruction
Sandhills Community College, Carthage, NC 28327
- Mr. Richard N. Greene, Dean of Curriculum
Western Piedmont Community College, Morganton, NC 28655-9978
- Ms. Louise E. Dauphinais, Academic Dean
Turtle Mountain Community College, Belcourt, ND 58316-0340
- Mr. Albert A. Salerno, Vice President/Dean of Instruction
Clark Technical College, Springfield, OH 45505
- Dr. K. D. Edwards, Vice President of Instruction
Hocking Technical College, Nelsonville, OH 45764-9704
- Dr. Walter H. Edling, Dean of Instruction
Lorain County Community College, Elyria, OH 44035
- Dr. Peggy Bensman, Vice President Academic Affairs
Owens Technical College, Toledo, OH 43699
- Dr. Ronald D. Garner, Vice President Instructional Services
El Reno Junior College, El Reno, OK 73036
- Dr. Bruce B. Owen, Vice President for Instructional Affairs
Oklahoma City Community College, Oklahoma City, OK 73159
- Dr. Gerard I. Berger, Vice President Academic Services
Chemeketa Community College, Salem, OR 97309-5008
- Dr. Betty Pritchett, Dean Community Arts
Mount Hood Community College, Gresham, OR 97030
- Dr. John R. Rulifson, Dean of Instruction
Southwestern Oregon Community College,
- Mr. Glenn L. Hall, Dean of Academic Affairs
Bucks County Community College, Newton, PA 18940
- Dr. William Haggett, Vice President Institutional Advancement
Community College of Philadelphia, Philadelphia, PA 19130

- Mrs. Judith M. Leonard, Dean of Instruction
Becker Junior College-Leicester, Leicester, MA 01524
- Mr. Harry L. Kreshpene, Dean of Academic Affairs
Dean Junior College, Franklin, MA 02038
- Dr. Bryan Blanchard, Dean of Academic Affairs
Greenfield Community College, Greenfield, MA 01301
- Dr. Richard S. Offenber, Vice President Academic Affairs
Newbury College, Brookline, MA 02146
- Dr. Paul L. Ryan, Dean of the College
Worcester Junior College, Worcester, MA 01610
- Dr. Terry A. Cline, Vice President Instruction
Delta College,
- Dr. Richard C. Hesper, Dean of Academic Education
Henry Ford Community College, Dearborn, MI 48128
- Mr. Ronald G. Verch, Vice President for Instruction
Mid Michigan Community College, Harrison, MI 48625-9447
- Ms. Cynthia A. Rourke, Director of Learning Resources
St. Clair County Community College, Port Huron, MI 48060
- Mr. Norman S. Holte, Acting Dean of Instruction
Bethany Lutheran College, Mankato, MN 56001
- Mr. Donald K. Harkcom, Dean of Instruction
Anoka-Ramsey Community College, Coon Rapids, MN 55433
- Dr. Mary Broderick, Academic Dean
Saint Mary's Junior College, Minneapolis, MN 55454
- University of Minnesota Technical College,
- Dr. Barry L. Mellinger, Vice President Instructional Affairs
Mississippi Gulf Coast Junior College,
- Dr. Thomas A. Lane, Academic Dean
Cottey College, Nevada, MO 64772-1000
- Dr. John F. Henson, Dean of Instruction
Longview Community College, Lee's Summit, MO 64063
- Dr. Betty J. Duvall, Dean of Instruction
St. Louis Community College, St. Louis, MO 63135
- Mr. Gerald Slater, Academic Vice President
Salish Kootenai Community College, Pablo, MT 59855
- Southeast Community College Area, Lincoln, NE 68520
- Dr. Alan Balboni, Dean of Educational Services
Clark County Community College, North Las Vegas, NV 89030
- Dr. Judith Kodroff, Vice President Academic Affairs
Burlington County College, Pemberton, NJ 08068
- Dr. Luene Corwin, Dean of Academic Affairs
Mercer County Community College, Trenton, NJ 08690
- Mr. Thomas L. Green, Executive Dean Academic
Somerset County College, Somerville, NJ 08876-1265
- Dr. Robert G. Bell, Dean Instruction Student Development
Eastern New Mexico University-Roswell, Roswell, NM 88201
- Dr. Charles E. Gotsch, Dean of the College
Adirondack Community College,
- Dr. Robert Messina, Vice President Academic Affairs
Broome Community College, Binghamton, NY 13902
- Dr. Cyril Price, Acting Dean of Faculty
City University of New York Hostos Community College, Bronx, NY 10451

- Dr. Piedad F. Robertson, Vice President for Education
Miami-Dade Community College, Miami, FL 33176
- Dr. Heijia L. Wheeler, Dean for Instruction
Santa Fe Community College, Gainesville, FL 32606
- Dr. Perry R. Adams, Dean of Instruction
Tallahassee Community College, Tallahassee, FL 32301-8170
- Dr. Walter G. Jones, Academic Dean
Atlanta Junior College, Atlanta, GA 30310
- Dr. Wesley C. Walraven, Dean
Floyd Junior College, Rome, GA 30163-1801
- Dr. Fretwell G. Crider, Dean of Administration
Middle Georgia College,
- Dr. Mary F. Estes, Academic Dean
Waycross Junior College, Waycross, GA 31501
- Mr. David Kuwate, Dean of Instruction
University of Hawaii Kauai Community College, Lihue, HI 96766-9591
- Dr. Richard W. Wood, Executive Dean of Instruction
College of Du Page, Glen Ellyn, IL 60137
- Dr. Jonathan M. Astroth, Dean of Instructional Services
John Wood Community College, Quincy, IL 62301-1498
- Dr. John J. Adelman, Dean of Instruction
Mc Henry County College, Crystal Lake, IL 60014
- Dr. Margaret B. Lee, Vice President Curriculum/Instruction
Oakton Community College, Des Plaines, IL 60016
- Dr. Donald Foster, Dean of Instruction
Sauk Valley College, Dixon, IL 61021
- Dr. Ernest Leach, Vice President/Academic Affairs
Triton College, River Grove, IL 60171
- Mr. Loren Hall, Director of Education
Clark College, Indianapolis, IN 46202
- Dr. John P. Schmeling, Vice President/Instructional Services
Vincennes University, Vincennes, IN 47591-9986
- Dr. Adelbert J. Purga, Dean of Instruction
Scott Community College, Bettendorf, IA 52722
- Dr. James Arneson, Director, Peosta Campus
Northeast Iowa Technical Institute, Calmar, IA 52132
- Dr. Hugh Haire, Dean of Instruction
Allen County Community College, Iola, KS 66749
- Dr. Laura M. Meeks, Dean of Instruction/Vocational Education
Fort Scott Community College, Fort Scott, KS 66701
- Dr. H. Lynn Cundiff, Dean of Instruction
Pratt Community College, Pratt, KS 67124
- Dr. Robert Rushing, Dean of the School
Draughon's Junior College of Business, Paducah, KY 42001
- Dr. Dale Taylor, Executive Vice President
Owensboro Junior College of Business, Owensboro, KY 42302
- Dr. James V. Hennessy, Associate Director/Academic Affairs
Paducah Community College, Paducah, KY 42001
- Dr. Donald O. Rogers, Dean of Academic Affairs & Services
Louisiana State University at Eunice, Eunice, LA 70535
- Dr. Brenda J. Casey, Vice President/Academic Affairs
Andover College, Portland, ME 04103
- Mr. Talmage Sexton, kDean of Administrative Services
Charles County Community College, La Plata, MD 20646

- Dr. Bernard M. Solon, Vice President Academic Affairs
Harrisburg Area Community College, Harrisburg, PA 17110-2999
- Dr. Byron E. Meyers, Dean of Academic Services
Luzerne County Community College, Nanticoke, PA 18634
- Dr. Robert Mundhenk, Vice President Academic Affairs
Northampton County Area Community College, Bethlehem, PA 18017
- Dr. Robert A. Silvestre, Vice President Academic Affairs
Community College of Rhode Island, Warwick, RI 02886
- Dr. Maurice R. Duperre, Vice President Academic Affairs
Midlands Technical College, Columbia, SC 29202
- Dr. Herbert J. Robinson, Dean of the College
Chattanooga State Technical College, Chattanooga, TN 37406
- Dr. Exalton A. Delco, Jr., Vice President Academic Affairs
Austin Community College, Austin, TX 78768
- Dr. Jesse Jones, Vice President of Instruction
Richland College, Dallas, TX 75243-2199
- Dr. James F. Harding, Vice President of Instruction
Houston Community College, Houston, TX 77270-7849
- Dr. Joe A. McMillian, Dean of Instruction
North Harris County College District, Houston, TX 77060
- Dr. Luther Bud Joyne, Vice President Academic Affairs
South Plains College,
- Dr. Raymond Van Cleef, Vice President of Education
Tyler Junior College, Tyler, TX 75711-9020
- Dr. Peter A. Nyberg, Vice President Instructional Services
Dixie College,
- Dr. Max L. Bassett, Dean Academic Services
Northern Virginia Community College, Annandale, VA 22003
- Dr. R. Edmund Dolan, Dean of Instructional Services
Bellevue Community College, Bellevue, WA 98009-7037
- Dr. Robert W. McFarland, Dean of Instruction
Highline Community College,
- Dr. George H. Douglas, Executive Vice President
Shoreline Community College, Seattle, WA 98133
- Mr. David R. Perkins, Vice President Instruction
West Virginia Northern Community College, Wheeling, WV 26003
- Dr. David Kathka, Vice President Academic Affairs
Western Wyoming Community College, Rock Springs, WY 82901-0428

APPENDIX B
COVER LETTER AND QUESTIONNAIRE

April 25, 1986

<title2> <first2> <last2>
<position 2>
<college>
<address>

Dear <title> <last>:

Like many colleges, Lakeland has recently adopted an early retirement program for its faculty that will result in a significant number of new faculty hires over the next five years. Assuming that other two-year colleges are facing a similar task, we are interested in finding out what qualifications and standards other colleges will use in hiring replacement faculty.

Please complete the enclosed brief survey form and return it by May 15. If you would like a copy of the completed survey, send me a note under separate cover in order to preserve institutional confidentiality.

Sincerely,

Daniel D. Savage, Special Assistant
to the President

DDS/ck

SURVEY OF FULL-TIME FACULTY SELECTION
TWO-YEAR COLLEGES

Please complete the brief survey below and return it using the enclosed stamped envelope by May 15, 1986. Your assistance is appreciated.

Send to: Dan Savage
 Lakeland Community College
 Mentor, OH 44060

1. Please list below your minimum qualifications for the following full-time faculty positions:

LEGEND

Education: 1-doctoral degree
 2-masters degree
 3-bachelors degree
 4-other

Teaching Experience: 1-high school teaching
 2-college teaching
 3-community college teaching
 4-no teaching necessary

Research Experience: 1-no publications/research necessary
 2-some evidence of publications/research
 3-extensive evidence of publications/research

FACULTY POSITION IN:

	<u>Education</u>	<u>Teaching</u>	<u>Research</u>
a) English	_____	_____	_____
b) Science/Math	_____	_____	_____
c) Social Science	_____	_____	_____
d) Business Administration	_____	_____	_____
e) Nursing	_____	_____	_____
f) Engineering Technology	_____	_____	_____
g) Data Processing	_____	_____	_____

--over, please--

2. Please list below your desired qualifications for the following full-time faculty positions:

(Use legend on reverse page)

FACULTY POSITION IN:

	<u>Education</u>	<u>Teaching</u>	<u>Research</u>
a) English	_____	_____	_____
b) Science/Math	_____	_____	_____
c) Social Science	_____	_____	_____
d) Business Administration	_____	_____	_____
e) Nursing	_____	_____	_____
f) Engineering Technology	_____	_____	_____
g) Data Processing	_____	_____	_____

3. Please rate in a scale of 1 to 10 (1 representing "not important" and 10 representing "very important") the following educational and vocational experiences for the two principal groups of faculty: technical and pre-baccalaureate (transfer).

<u>Education</u>	<u>Technical/ Vocational</u>	<u>Transfer/ General</u>
a) Bachelors in discipline	_____	_____
b) Masters in discipline	_____	_____
c) Publications in discipline	_____	_____
d) College teaching experience	_____	_____
e) Earned doctorate	_____	_____
f) Evidence of student orientation	_____	_____
g) Community college experience	_____	_____
h) High school teaching experience	_____	_____
i) Willingness to work on committees	_____	_____
j) other	_____	_____

Thanks once again for your participation.