The vitality of the college is dependent upon its instructional program. The quality of the college’s instructional program is contingent upon the availability of highly competent and visionary contract faculty who are adept at curriculum development and instructional delivery. In addition, the unavailability of adjunct faculty in some disciplines necessitates filling several positions. Finally, the college is bound by regulation to meet the Faculty Obligation Number established by the Board of Governors.

The Fall 2012 faculty positions in Instruction were proposed and reviewed in accordance with the established academic hiring prioritization process. The numerical rating is based on FTE taught by adjunct faculty, growth in WSCH, percentage of fill at census, change in WSCH per FTEF, unavailability of adjunct faculty, loss of contract faculty in current year, student to teacher ratio, and retirements of contract faculty. The numerical process yielded the following ranking:

Initial Ranking Using Numerical Data
1. Computer Science
2. Mathematics
3. Librarian
4. Reading
5. Communication Studies
6. Anthropology
7. Psychology
8. Nursing (1 of 2)
9. Computer Applications/Business Technology (CABT)
10. English
11. Art Studio
12. Chemistry
13. Early Childhood Education
14. Music
15. Computer & Information Systems
16. Accounting
17. Nursing (2 of 2)

FISCAL IMPACT:
Within budget parameters.

RECOMMENDATION:
It is recommended that the Governing Board authorize the college to fill the following six academic positions: Nursing, Chemistry, Anthropology, Librarian, Computer Science, and CABT effective Fall 2013.

(cont’d on next page)
After the numerical rating is completed and distributed, the process calls for the Faculty Senate and the Instructional Administrators to hold a joint meeting during which department representatives present oral statements in support of positions. The process also allows departments to withdraw their requests without penalty prior to the oral presentations. Two departments, ECE and Music, exercised that option. Following the oral presentations, members of the Faculty Senate ranked the remaining positions in the following order:

**Faculty Senate Ranking**
1. Librarian
2. Math
3. Nursing
4. Computer Science
5. Anthropology
6. CABT
7. Reading
8. Art Studio
9. Psychology
10. Communication Studies
11. Chemistry
12. English
13. Computer and Info. Systems
14. Accounting
15. Nursing (2nd position)

The Instructional Administrators conducted an additional, separate review and, after further discussion, ranked the positions in the following order:

**Instructional Administrators Ranking**
1. Chemistry
2. Nursing
3. Accounting
4. Anthropology
5. Computer Science
6. CABT
7. Psychology
8. Computer and Info. Systems
9. Communication Studies
10. Librarian
11. English
12. Math
13. Reading
14. Art Studio
15. Nursing (2nd position)

After consideration of the enrollment, growth, and efficiency data for each of the positions; review of graduation requirements and transfer requirements; review of the full-time/part-time faculty ratio by department, the College Master Plan, the Program Plans; consultation with the deans and the Faculty Senate and their respective rankings; and with consideration of current budgetary concerns of the Chancellor’s Office; and with the approval and authority of the College President, the final priority ranking of the positions is presented to the Governing Board below along with the rationale to support the ranking of the first six positions.
Final Ranking
1. Nursing
2. Chemistry
3. Anthropology
4. Librarian
5. Computer Science
6. Computer Applications/Business Technology (CABT)
7. Psychology
8. Accounting
9. Computer and Information Systems
10. Math
11. English
12. Communication Studies
13. Art Studio
14. Reading
15. Nursing (2nd position)

The need for each of these positions has been demonstrated, and, in fact, without the positions the programs will be in jeopardy or unable to meet student need in the most effective way. As we all know, the most precious resource of a college is its contract faculty. The following six positions are recommended for funding as of Fall 2013.

**Nursing:** The Nursing program offers professional education to 120 students annually. Close to 30 graduates each semester take the licensing exam to become Registered Nurses and find employment in health care. For four semesters, students follow an integrated curriculum that teaches concepts and skills through lectures, labs, and clinical rotations. The need for nurses in our region and beyond is expected to increase significantly with health care reform, the retirement of older nurses, and resolution of the economic downturn. In 2005, the Nursing program increased from accepting 40 students per year to accepting 30 students twice annually for a total of 60 students per year. Since that time, three contract nursing faculty have left without replacement. Nursing needs both requested positions, but replacing one nursing faculty position is critical.

**Chemistry:** The Chemistry department provides courses for both transfer and CTE students. Chemistry 1A is heavily impacted, often resulting in delays in student progress in the STEM majors. Due to high demand, the department has over the years increased course offerings to the maximum capacity of the current lab and lecture facilities, including evening and Saturday sections, as well as sections in Watsonville. In 2001, the department expanded from four contract faculty to five in an effort to keep pace with increased course offerings. At that time, the department offered 20 sections per semester for a total of 112.65 teaching units. The department currently teaches 24 sections or 129.80 teaching units per semester. In Spring 2012, a long-time contract faculty member unexpectedly resigned, dropping the department down to four full-time faculty. Student demand continues to exceed capacity, preventing science majors from enrolling in required courses. Offerings in chemistry will be increased to better meet student demand in 2013-14 when new lab and lecture facilities become available following the completion of the remodel of the vacant dental hygiene
space in the 600 building, but this increase in offerings will only be possible if the lost contract position is replaced.

**Anthropology:** Anthropology consists of two full-time faculty members and ten adjuncts, all of whom teach either the maximum units allowable or are at the limit of their availability. The program offers 64 course sections per year, virtually all of which consistently fill to capacity. Every year approximately 3,000 students are served by this program. Approximately 72% of the courses are taught by adjunct faculty. Two contract faculty retired and were not replaced. Replacing one of these positions is critical to the ongoing success of this program.

**Librarian:** The Cabrillo College Library is a thriving intellectual center for students, providing an instructional focus with a full range of information resources and services. Over 10,000 students come to the library weekly, with record numbers using our services in 2012. Formal instruction in the library consists of credit courses, taught by adjunct librarians, and a very active non-credit, course-related instruction program where librarians partner with classroom faculty to develop structured sessions tailored to each course. With a retirement in 2011 and the recruitment of another librarian to fill the library director vacancy, the library was reduced from four full-time librarians to two. Replacing one of these two positions is critical. Replacing the Instruction Librarian was the third-highest ranked goal among all the program plan goals ranked by the Council for Instructional Planning in 2012.

**Computer Science:** For the past 27 years the Computer Science program has operated with three full-time faculty who teach twelve transferable courses as well as six programming courses that are a part of the Computer and Information Systems program. Computer Science offers two degrees, four Certificates of Achievement, and two Skills Certificates. The program teaches all the courses necessary for the first two years of a Computer Science major as well as programming courses for students in other science disciplines including computer engineering, networking and system administration, business, bioinformatics, and economics. Every semester nearly 400 students enroll in Computer Science courses, including 260 majors. With the retirement of one of the full-time faculty members, this replacement position is necessary as qualified adjunct faculty in this high-paying field are nearly impossible to find.

**CABT:** The Computer Applications and Business Technology program offers courses in the fundamental computer applications that are prerequisite knowledge to almost every occupation. Students from every CTE and transfer major benefit from these courses. The program also plays an important role in helping incumbent workers acquire these skills, enabling these students to retain their jobs or advance in their careers and assisting their employing organizations to be more efficient and productive. Finally, the program also prepares students to enter a variety of occupations that are essential to Santa Cruz County's largest employers. Projected demand in Santa Cruz County for these occupations is 174 openings per year, making this occupational cluster the largest for all of our CTE programs. With a recent retirement, CABT has one 65% contract faculty member and nine adjuncts. This contract position is essential to the college's commitment to meeting the workforce development needs of our county.