



## Policy for Evaluating New Positions and Position Vacancies Prior to Recruitment

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Policy Owner	VP for finance and operations
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### Policy Statement

*In an effort to optimize resource allocation and address fiscal responsibilities, the college may from time to time institute cost reduction measures including evaluation of position vacancies for modification or elimination. This policy guides the process of evaluating new positions and position vacancies prior to posting for recruitment by the supervisor.*

### The Policy

All new positions and position vacancies will be assessed by the president's cabinet or the president's delegated subgroup prior to initiating the recruitment process. The policy emphasizes the prioritization of positions that contribute to enrollment growth, student retention, advancement of strategic priorities, stewardship of campus assets and resources, mitigation of compliance risk, or are funded by external grants; however, all positions will be evaluated within the framework of cost reduction strategy.

1. **Enrollment sustainment.** Positions that directly impact student recruitment, retention, and overall enrollment growth will be given top priority. *The hiring department must provide evidence of how the position aligns with the college's enrollment objectives.*
2. **Strategic priorities.** Positions that align with and advance the strategic priorities and initiatives of the college will be prioritized. *Departments must articulate how the position supports the overarching goals and objectives of the institution.*

*Unless specified in the policy, exceptions to the policies in this guide must be approved by the policy owner. It is important to note that the policies in this guide can be changed from time to time. It is the employee's responsibility to ensure understanding of the policies and procedures as well as any revisions.*

3. **Stewardship of campus assets and resources.** Positions that are critical to maintaining campus infrastructure (physical and virtual) that enable delivery of the mission of the college. *Departments must articulate the critical nature of the position and identify the services that would be eliminated or altered in the absence of this position.*
4. **Compliance risk mitigation.** Positions that play a crucial role in ensuring compliance with regulations and reducing compliance risk will be carefully considered. *The hiring department is required to articulate the potential risks that the position addresses.*
5. **Grant-funded positions.** Positions funded by grants will be evaluated based on the continuation of grant funding and the alignment of the position with the objectives of the grant. *Departments must provide clear documentation of grant funding and its expected duration.*

## Scope

This policy applies to all departments and offices within Goshen College that are involved in the recruitment and hiring process. This includes all teaching and administrative faculty and staff positions.

The vice president for finance and operations is responsible for enforcing the policy.

## Procedures

1. **Position evaluation request.** Before initiating the recruitment process, the hiring department must submit a request to their supervising vice president for assessment. The recipient vice president will screen the request for adequate information and evidence in accordance with the evaluation criteria of this policy. The vice president will then submit the request to the vice president for finance and operations to present to the evaluating body.
2. **Documentation.** The request should include a summary of the position's functions and responsibilities; especially as they relate to the evaluation criteria of this policy. A current job description should accompany the submittal as well as the last rate of pay for the position.
3. **Review and approval.** The president's cabinet or designated subgroup will evaluate the submitted request based on the criteria outlined in this policy. Approvals or denials will be communicated by the vice president of finance and operations to the hiring supervisor and human resources to initiate recruitment.
4. **Exceptions.** Any exceptions to this policy must be approved by the college president or vice president for academic affairs.
5. **Periodic review.** This policy will undergo periodic review to ensure its effectiveness in achieving cost reduction goals while sustaining the college's mission and strategic objectives.