

## **TARGET OF OPPORTUNITY (TOP) PROGRAM**

Metropolitan State College of Denver ("MSCD") is committed to enhancing its diversity among faculty and staff and is committed to maximizing the opportunity to employ faculty who have achieved national or international distinction. To accomplish this, the College will implement the Target of Opportunity program ("TOP").

### **Purpose**

The TOP has been designed to increase the number of qualified diverse faculty/staff and to attract outstanding teaching faculty to MSCD. This will be done by providing extra resources and flexible recruiting/hiring procedures.

This program addresses the need to have more flexible recruitment/hiring strategies through less time consuming procedures in order to effect appointments that address the aforementioned priorities of the College. This program does not take the place of the established appointment program, but is an alternative to it under circumstances where it is authorized. Its implementation will be determined each year as a result of analysis of the College priorities and budget.

### **TOP Categories**

The categories for use of TOP are:

TOP I - Diverse Faculty. To be used under two circumstances: 1) when there is underutilization of diverse faculty (regardless of race or gender) in a particular discipline; and 2) when there is no diversity among faculty (regardless of race or gender), but there is a special need for representation in a particular discipline.

TOP II - Nationally/Internationally Recognized Faculty. To be used as an expedient, flexible hiring procedure when the College has the opportunity to hire a nationally/internationally known scholar.

TOP III – Diverse Administrators. The purpose of a TOP III Search is to enhance the ethnic, gender, and cultural diversity of administrators at MSCD.

## **TARGET OF OPPORTUNITY (TOP) PROGRAM**

### **Target of Opportunity (TOP) Program I (Diverse Faculty)**

### **Purpose**

The TOP I Search has been designed to increase the ethnic, gender, and cultural diversity of our faculty. This will be done by providing extra resources. To meet unique hiring opportunities, TOP recruitment/hiring strategies are particularly flexible. While candidates are required to meet the usual high standards of the College as well as contribute to the unit's programmatic needs, the process calls for a method of recruitment different from the traditional approach. National advertising need not be used. A unit that wishes to conduct a TOP search will initiate inquiries about prospective candidates in the protected class category being sought through professional networks and other information sources. This flexible approach toward identifying potential candidates from underutilized groups (male, female, Asian, African American, Indian, Hispanic and white) should give departments the capacity to act quickly without a long screening process.

## **Authorization**

The authorization procedure outlined below occurs after the Vice President for Academic Affairs has given authorization for a search.

In order to be authorized to hire a faculty using the TOP, the Dean must demonstrate to the Vice President for Academic Affairs that the position fits under one of the two allowable circumstances.

"Underutilized" refers to a condition in which there is a statistical disparity between the percentage of women and/or ethnic minorities or non-minorities in a given segment of the college work force and the percentage of qualified women and/or ethnic minorities, or non-minorities available for these positions. Underutilization data is available in the Equal Opportunity Office.

Special needs could include areas where there is a high concentration of ethnic minority majors or courses with a high concentration of ethnic minority students but no ethnic minority faculty. Special needs must be presented on a case-by basis.

Since the campus, as a whole, suffers from a lack of diverse faculty in certain areas, candidates from these groups will receive highest priority. Attention will be paid to the individual circumstances of the proposing department. The attached form is used for justification. Procedure

A pool of candidates that are in the designated protected class category (minimum of five) will be created for any given position. The Vice President may, however, if circumstances so dictate, grant an exemption from the pool of five requirement and authorize the hiring authority to immediately recommend an applicant for appointment. When a department has identified candidate(s) whom it wishes to propose using the TOP, the department should submit to the Dean the candidate(s)' name, a curriculum vitae, and a completed copy of the attached form. In addition, external letters of recommendation and the traditional documentation (i.e., verification of degree via confirmation letter from graduate school) will be required. At the Dean's level, the steps taken will be the same as in the traditional hiring process. Each Dean (screening committee(s) are optional) will screen the proposals from his or her unit and forward materials, accompanied by the department head's ranking and comments, to the Vice President's Office.

## **Target of Opportunity (TOP) Program II (Nationally/Internationally Recognized Faculty)**

### **Purpose**

The purpose of a TOP II Search is to improve the representation of outstanding faculty who have achieved national, or international distinction.

### **Authorization**

The authorization and search procedure outlined below occurs after the Vice President for Academic Affairs has given authorization for a search.

### **Procedure**

The procedure for this type of search is most flexible in that a pool of one is allowed and authorization for this type of search is based on the qualification of the particular candidate. Therefore, the authorization and search procedures collapse into an analysis of a particular candidate. The Dean must demonstrate to the Vice President for Academic Affairs that the

candidate has a national/international reputation. Justification must minimally include:

- Demonstration of excellence in teaching (within the last seven years) in higher education as a full time faculty member.
- Demonstration of publications (within the last seven years) in the discipline-recognized most authoritative periodical(s).
- Demonstration of publications (within the last seven years) in the discipline- recognized most authoritative conference(s).
- Demonstration of having met departmentally set criteria for proof of national/international reputation with those criteria approved by first the Dean and then the appropriate Vice President

### **Target of Opportunity (TOP) Program III** **(Diverse Administrators)**

#### **Purpose**

The purpose of a TOP III Search is to enhance the ethnic, gender, and cultural diversity of administrators at MSCD.

#### **Authorization**

The authorization and search procedure outlined occurs after the appropriate Vice President has given authorization for a search.

#### **Procedure**

The procedure for this type of search is most flexible in that a pool of five is required (the President may, however, if circumstances so dictate, grant an exemption from the required pool of five requirement and authorize, the hiring authority to immediately recommend an applicant for appointment). In order to be authorized to hire an administrator using the TOP, the hiring authority (i.e., directors, Deans, Vice Presidents.) must demonstrate to their respective Vice President or President that the position fits under one of the two allowable circumstances. Underutilization data is available in the Equal Opportunity Office. Special needs could include areas where there is a high concentration of faculty, staff, student contact, and where there are no minority, non-minority or women administrators. Special needs must be presented on a case-by-case basis. Since the campus, as a whole, suffers greatest lack of diverse administrators in certain areas, candidates from these groups will receive highest priority. Attention will be paid to the individual circumstances of the proposing department. Should you have any further questions concerning the above plan, please contact Dr. Percy A. Morehouse, Jr. (303-556-4746).

# Checklist for TOP Appointments

Department \_\_\_\_\_  
 School \_\_\_\_\_  
 Candidate \_\_\_\_\_

**Hiring Authority/Dean    VPAA  
 (Initial and Date)**

**\*Personnel Action Form ( PAF) .....** \_\_\_\_\_  
 (Found at MSCD Human Resources Forms)

**\*TOP Request Form (page 2 attached) .....** \_\_\_\_\_

**\*Underutilization Report** - this is generated and comes from the  
 Equal Opportunity Office .....

**\*Waiver of Advertising Form** showing a TOP hire.....

**\*Candidate a US Citizen .....** \_\_\_\_\_ Yes \_\_\_\_\_ No  
 If not, does the candidate need to establish a HB1 Visa? If yes,  
 they are not eligible to be hired through TOP and must participate in the  
 College search process. Please inquire with the EO Depart \_\_\_\_\_ Yes \_\_\_\_\_ No

**\*Position Description.....** \_\_\_\_\_ Yes \_\_\_\_\_ No  
 Position Description must also be input in the Online Application System at [www.mscdjobs.com/hr](http://www.mscdjobs.com/hr).  
 Contact Human Resources at 303-556-3120 if you need technical assistance.

**\*Background Check Disclosure and Authorization Form.....** \_\_\_\_\_ **Submitted to HR/Date**  
 Is applicable to all new employees. This needs to be filled out by the candidate and submitted to Human Resources  
 PRIOR to PAF being processed. Human Resources will send an e-mail verifying the candidate has passed the  
 Disclosure and Authorization/Background Check. This can be found at Human Resources Forms on the MSCD Home  
 page, <http://www.mscd.edu/facstaff/hr/documents/forms/index.htm>. Note if the candidate was found through a Search  
 that was posted at <http://www.mscdjobs.com> (MSCD Online Jobs) they have already filled this out electronically,  
 simply notify HR.

**\*Salary Assessment Form signed by Chair, Dean and the VPAA...** \_\_\_\_\_

**\*Current Resume/Vita.....** \_\_\_\_\_ Check Here Attached

**\*Official Transcripts.....** \_\_\_\_\_ Check Here Attached

**\*Three recent letters of recommendation for the candidate .....** \_\_\_\_\_ Check Here Attached  
 (Only necessary for faculty appointments)

If the candidate is recommended to be hired with tenure, Consult **Handbook for Professional Personnel**

**\*Hiring Summary** – Fill in here or attach \_\_\_\_\_ Check Here Attached

**\*Date completed and sent to VPAA .....** \_\_\_\_\_

Signature of Authority \_\_\_\_\_  
Date

## TARGET OF OPPORTUNITY PROPOSAL

A. Candidate:

Rank:

B. Department

C. Is the candidate a member of any group currently underutilized in the department?

African-American      \_\_\_\_ Male      \_\_\_\_ Female

Native American      \_\_\_\_ Male      \_\_\_\_ Female

Asian-Pacific Islander      \_\_\_\_ Male      \_\_\_\_ Female

Hispanic      \_\_\_\_ Male      \_\_\_\_ Female

White      \_\_\_\_ Male      \_\_\_\_ Female

D. If the candidate is a member of an underutilized group, provide information on number of members of that group presently in the department, percent of department members in that group, and availability of faculty in the discipline by percentage.

E. Create a minimum pool of 5 candidates (describe recruitment process and create pool, e.g., visiting other schools, networking at professional conferences, etc.)

F. Describe the candidate's area of expertise/competencies and how they will fit into the department's programmatic needs.

G. Describe the hiring package you estimate will be necessary to attract this candidate (salary, start-up costs, space needs, etc.)

If the appointment requires start-up costs, state the proposed sources:

\$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_