

Kort Rev2, 1 11/7/2014

4.3.2P FACULTY HIRING: REGULAR AND ADJUNCT

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DISTRICT POLICY 3.25/P

I. Responsibilities

- A. District hiring procedures are based on a recognition that responsibility for selecting well-qualified regular and adjunct faculty is shared cooperatively by both faculty members and administrators.
- B. The need for regular and adjunct faculty positions shall be cooperatively determined through a well-defined plan involving District administrators, the Academic Senate, and faculty in the subject area. Staffing requests should be made known through the Program and Resource Planning Process (PRPP), except in special circumstances. All requests must be forwarded to the Faculty Staffing Advisory Committee.
- C. The responsibilities of faculty and administrators include identifying and recommending positions; following the District's Equal Employment Opportunity practices; formulating and reviewing job announcements; assisting in recruitment; and screening, interviewing, and selecting the recommended candidates for consideration by the Superintendent/President.
- D. In his/her role as District Compliance Officer, the Vice President of Human Resources or designee shall be available for consultation on all aspects of the hiring process and shall serve as a consultant on District and state guidelines and the District's hiring procedures, including but not limited to a review of the job descriptions, announcements, and procedures of Screening and Interviewing Committees to ensure equity, diversity, and the adequacy of the applicant pool. The Vice President of Human Resources or designee will also appoint a non-voting District Compliance Monitor to Screening and Interviewing Committees.
- E. In his/her role as District Compliance Officer, the Vice President of Human Resources or designee may recommend a suspension of the screening and interviewing process at any time when a question of non-compliance arises, review any concern regarding the selection process, and determine the appropriate action to be taken. F. All phases of faculty hiring shall be strictly confidential.

II. Timeline

- A. The Superintendent/President, in response to recommendations from the Faculty Staffing Advisory Committee, will identify the positions that will be recruited for an academic year. To ensure that interviews and final hiring decisions are, whenever reasonably possible, made during the regular academic year, approval to fill open positions should occur during the Fall semester.
- B. Any campus transfer requests will be considered from among eligible regular faculty before job announcements are posted.
- C. Adjunct pools will be opened annually.

III. Screening and Interviewing Committees

- A. Screening and Interviewing Committees for faculty recruitments should be formed prior to the development of the job announcement.
- B. Each Screening and Interviewing Committee should include members who are knowledgeable about the District's commitment to attract and retain a highly qualified and diverse faculty able to meet the needs of the District's diverse student population. All participants in the process must receive appropriate orientation training in District hiring practices within the previous year, including:
- A review of this policy and procedures;
 - A review of the Equal Employment Opportunity Plan;
 - A review of data identifying the diversity of the District's students and faculty, including their socio-economic status, disabilities, gender distribution, and ethnic backgrounds.
 - **Participants will sign a statement in which they (1) confirm their completion of these reviews and their understanding of the confidential nature of all steps in the hiring process and (2) agree to maintain full confidentiality.**
- C. **For regular faculty:** Each Screening and Interviewing Committee shall be comprised of no fewer than six members:
- The Department Chair or Program Director, or designee;
 - Three (3) or more additional full-time faculty members from the department where the vacancy exists or related discipline(s); whenever possible, Petaluma faculty member(s) should be included when the position is designated for Petaluma;
 - To bring diversity of perspectives to hiring decisions, committees are encouraged to include one regular faculty member from outside the discipline, selected by the Academic Senate President. The Academic Senate President may consult with faculty from the hiring department or a related discipline to select a member. The committee may decide if the outside member is designated as a voting or non-voting member:¹
 - The Supervising Administrator, or designee;
 - A non-voting District Compliance Monitor from outside of the department where the vacancy exists, who has completed training by Human Resources.

In order to encourage a diverse committee membership, Departments may add one or more of the following members to the committee:

- ~~A regular faculty member from outside of their discipline, approved by the Academic Senate Superintendent/President;~~
- A classified staff member, approved by the local SEIU President and/or Classified Senate President;
- An adjunct faculty member approved by the Senate President and the Vice President of Academic Affairs.

¹ This is language added based on senate discussion, I inserted the encouraged option. Here are the other two extremes:

Prescriptive (Smita edit): Committees shall include one regular faculty member from outside the discipline, selected by the Academic Senate President. The Academic Senate President may consult with faculty from the hiring department or a related discipline to select a member. If the Academic Senate President cannot fill this position on the hiring committee, the committee shall move forward with faculty from within the discipline.

Discretion: To bring diversity of perspectives to hiring decisions, committees may, at their discretion, include a regular faculty member from outside the discipline, to be selected by the Academic Senate President in consultation with department faculty from the committee. The committee may decide if the outside member is designated as a voting or non-voting member.

- In addition, Departments ~~may invite~~ **are encouraged to include** student input², including but not limited to having students evaluate teaching demonstrations, or participate as voting or non-voting members of the Screening and Interviewing Committee.

Participating faculty members shall select the faculty co-chair of the Screening and Interviewing committee. The Supervising Administrator or designee shall also serve as a committee co-chair. For a Santa Rosa faculty position, the Santa Rosa Supervising Administrator will co-chair the search committee. For a Petaluma faculty position, the Petaluma Supervising Administrator will co-chair the Screening and Interviewing Committee. If the committee is interviewing candidates for multiple positions for both Petaluma and Santa Rosa, then both Supervising Administrators will confer and represent one vote. Positions with primary assignment at all other District locations will follow the same general procedures outlined for the District.

- D. **For Adjunct faculty:** Each Screening and Interview Committee shall be composed of no fewer than three voting members:
- An Academic Affairs or Student Services administrator, who shall chair the committee and also serve as the District Compliance Monitor;
 - Two faculty members, One must be a regular faculty member; the other may be either regular or adjunct. Any adjunct faculty member must be approved by the Academic Senate President and the Vice President of Academic Affairs.

Exceptions to the composition of the committee may be made only with the approval of the Vice President of Human Resources and the Vice President of Academic Affairs.

- E. All faculty members participating on a Screening and Interviewing Committee shall be selected according to the policy of the Department in which the vacancy exists, and in consultation with the Supervising Administrator.
- F. Members of a Screening and Interviewing Committee must participate in each phase of the process in its entirety.
- G. Departments are encouraged to rotate Screening and Interviewing Committee members as much as possible.
- H. The appropriate Vice President(s) or designee(s) may meet the committee at their initial meeting to relay District needs that may impact the selection of faculty, verify procedures and respond to concerns.
- I. Prior to beginning screening, the Screening and Interviewing Committee shall agree upon a candidate rating system that is based on the specific minimum and preferred qualifications referred to in the job announcement before reviewing all complete applications and selecting candidates for interviews.

IV. Recruitment

- A. The Screening and Interviewing Committees for regular and adjunct faculty will prepare a clear and complete job announcement for each position, including all job-related skills, essential functions, requirements and any additional qualifications recommended by the committee. The desired or preferred qualifications set by the District must exceed the state's minimum qualifications or the locally determined equivalent.
- B. Each job announcement will be reviewed and approved by the department chair, the appropriate Dean, the Vice President of Human Resources, the appropriate Vice President(s), and the Superintendent /President before each position is announced.

² This is an issue that still needs to be resolved. I selected encouraged to match the outside faculty member.

- C. In order to achieve its goal of a highly skilled, multi-cultural, diverse faculty, the District will support efforts by the Human Resource Department, in consultation with Department and/or Program in which the vacancy appears, to advertise positions to and recruit from a broad population, in multiple venues and appropriate publications
- D. Adjunct faculty already employed by the department shall be notified of open regular faculty positions through email. The administrative assistant who manages adjunct email addresses shall forward a copy of the job posting to adjunct instructors.³
- E. The District shall support faculty members' efforts to network with colleagues from underrepresented groups for recruiting purposes.⁴

V. Interviewing

- A. Reasonable effort will be made to schedule both Screening and Interviewing Committee interviews and final interviews to accommodate the time and travel concerns of the candidates. Special interview arrangements may be developed as needed.
- B. All interview procedures and materials shall be reviewed in advance by the Vice President of Human Resources or designee. The Vice President of Human Resources or designee shall monitor the interview process to ensure the following:
 - All applicants receive the same amount of interview time, or at least an opportunity to use the full amount of time allowed if they wish to do so;
 - All candidates are asked the same core questions by the same interviewers;
 - The discussion of candidates after interviews only considers job related factors in determining the semi-finalists;
 - The tallying of interview scores is completed appropriately.
- C. The committee shall evaluate the interviewees' responses according to a rating system established before the start of all interviews.
- D. The committee shall evaluate candidates regarding subject area knowledge and competence, teaching and communication skills, commitment to professional growth and service, potential for overall college effectiveness, and sensitivity to and understanding of the diverse academic backgrounds, socio-economic status, disabilities, gender identity and ethnic backgrounds of the District's students. The interview may include, but not be limited to, appropriate teaching demonstrations, writing samples, or other performance indicators related to the responsibilities of the position.
- E. Following the interview process, each committee member shall independently tabulate his/her scores and rank the candidates, then collectively discuss the strengths and weaknesses of the candidates.
 - a. **For adjunct faculty**, at the end of the interview, the Screening and Interviewing Committee will select the candidate(s) to add to the Adjunct Pool.
 - b. **For regular faculty**, the Screening and Interviewing Committee shall rank all the interviewed candidates in order of preference to determine the top three candidates to be forwarded to the appropriate Vice President(s).

³ Smita recommended additional, the senate has not confirmed this language

⁴ The senate has not decided on this point. Smita asked it to be included - this language is the last sentence from the EPCC's proposal, verbatim)

VI. Selection of Regular Faculty

- A. The Screening and Interviewing Committee shall forward an **unranked** list of three **to-four** recommended candidates (or more if interviewing for more than one position) for an interview with the appropriate Vice President(s). The Vice President of Human Resources shall be notified of the selected candidates. Screening and Interviewing Committee may choose to rank candidates if desired; if the candidates are ranked candidates may be given to the appropriate Vice President's in writing, verbally, or after the administrative interviews are conducted.⁵
- If the committee cannot recommend three acceptable candidates, the Screening and Interviewing Committee, the Vice President of Human Resources and the appropriate Vice President(s) will discuss proceeding with one or two finalists or reopening the position.
 - If the Screening and Interviewing Committee cannot recommend any of the candidates, the committee shall communicate its rationale and a recommendation to reopen the recruitment to the appropriate Vice President(s).
 - The position shall remain open and available for staffing until such time as it can be filled. The department may make minor revisions to the job description if necessary to improve the candidate pool.
- B. Administrative Interview Committee (AIC) The interview will be conducted by the Vice President of Academic Affairs and/or either the Vice President of the Petaluma Campus (for positions in Petaluma) or the Vice President of Student Services (for counseling positions).
- C. Prior to the AIC Vice President-level interview, the appropriate Vice President(s) or designee(s) shall meet with the Screening and Interviewing Committee to discuss the strengths and weaknesses of the candidates selected for a AIC Vice President-level interview. At that time, the Screening and Interviewing Committee **may** request **and will be granted** any or all of the following:
- a. that its Administrator **or** and/or **faculty** co-chair be present at the AIC Vice President-level interview unless they choose to opt out;
 - b. ~~that the questions asked at the Vice President-level interview be shared with the committee;~~
 - c. that questions generated by the Screening Interviewing Committee be added to the Vice President-level interview and/or calls to candidate's references.
- D. The appropriate Vice President(s) or designee(s) will contact the candidates' references prior to the AIC Vice President-level interviews. All discussions will remain private and confidential.
- E. All Vice President-level AIC interviews shall be scheduled for the same length of time, ask the same core questions, and apply the same evaluation criteria. In contrast to the Screening and Interviewing Committee interviews, which serve to identify the candidates' discipline knowledge and teaching expertise, the primary focus of the AIC Vice President-level interview is to identify the best candidate to achieve District goals, serve its educational plan and satisfy institutional needs.
- F. A written record of each candidate's AIC Vice President-level interview shall be maintained on the appropriate forms. In addition to the written record of each candidate's AIC Vice President-level interview, the appropriate Vice President(s) shall take into consideration the evaluation of the Screening and Interviewing Committee, the reference checks, and the District's Equal Employment Opportunity in formulating recommendations.

⁵ Based on Senate discussion #4 was selected

1. Committee ranks but does not share ranking with VP(s) until after candidates interview with VP(s)
2. Committee ranks and gives ~~written~~ ranking to VP(s)
3. Committee ranks and gives ~~verbal~~-ranking to VP(s)
4. It is permissible for committees to choose not to rank
5. ~~Committee shall forward unranked candidates.~~

- G. Following the AIC interview, the Vice President(s), upon request by the committee, will meet and deliberate with the Screening Interviewing Committee.⁶
- H. The appropriate Vice President(s) will forward the name(s) of the final candidate(s) to the Superintendent/President. If unable to make a recommendation, the appropriate Vice President(s) shall meet with the Screening and Interviewing Committee to discuss **the decision** and decide on options including, but not limited to, re-interviewing some or all of the semifinalists, interviewing other candidates from the qualified applicant pool, or re-opening recruitment.
- I. The appropriate Vice President(s) will meet with the Superintendent/President to discuss the recommended candidate(s), including the findings of the Screening and Interviewing Committee, the ~~AIC Vice President-level~~ interviews, the reference checks and the District goals for that discipline.
- J. The Superintendent/President will then conduct final interview(s). The number of interviews is at his/her discretion.
- K. The Superintendent/President will then recommend the final candidate's name to the Board of Trustees for approval.
- L. If the Superintendent/President decides not to forward any of the finalists to the Board of Trustees, he/she shall communicate this decision to the Screening and Interviewing Committee co-chair(s), the Academic Senate President, and the appropriate Vice President(s). The Screening and Interviewing Committee will reconvene to discuss options for filling the vacancy and will forward its recommendations to the Superintendent/President. The Superintendent/President then determines the appropriate course of action. This will include, but is not limited to, leaving the position open and available for staffing until such time as it can be filled.
- M. Upon request from the Screening and Interviewing Committee, the appropriate Vice President(s) **may will** meet with the committee to share feedback on the process.

VII. Adjunct Pool

- A. Each department and/or program shall establish and maintain, through a recruitment and selection process, a pool of qualified applicants sufficient to cover anticipated needs for hiring substitutes or new adjunct faculty at the beginning of a semester.
- B. An Adjunct Pool is composed of those adjunct faculty currently working, those who have completed an assignment within the past four years, those who have been qualified to receive an assignment within the past two years but have not been given a work assignment, and those whose eligibility for an assignment has been extended beyond the initial two year period for an additional two years without reapplication, at the discretion of the department chair and with the consent of the pool member.
- C. Adjunct Pools will be opened annually.
- D. It is strongly encouraged that departments maintain adequate pools of qualified candidates so that it is not necessary to resort to an Emergency Hire, except on a very rare occasions.

VIII. Emergency Hiring

- A. Emergency hiring may occur only under special circumstances when the Adjunct Pool is unable to provide qualified faculty to teach additional sections of a course and/or fill a vacancy that appears shortly before the beginning of a semester, or there is not sufficient time for a regular recruitment to be completed. Prior to commencing hiring under special circumstances, the Academic Affairs or Student Services Supervising Administrator, in consultation with the

⁶ Agreed upon Senate addition

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appropriate Vice President(s), shall notify the President of the Academic Senate of the reasons why the situation is one that could not be avoided.

- B. Department Chairs and/or Supervising Administrators are responsible for initiating an Emergency Hire Request Form. The Vice President of Academic Affairs and the Academic Senate President must give written approval prior to any offers of assignments being confirmed.
- C. Candidates for emergency hire assignments must meet minimum qualifications (or equivalent). All applicants must submit the same paperwork as any adjunct candidate. Department Chairs and/or supervising administrators are encouraged to review any new adjunct faculty applications already on file in Human Resources prior to selecting a candidate to be recommended for an emergency hire assignment.
- D. In the event that an emergency hire is necessary to avoid cancelling a class, and the department chair or designee is not available or is unable to interview candidates, the Cluster Dean and/or a Dean of Instruction in Petaluma for a Petaluma class, may interview and hire an adjunct instructor on an emergency basis.
- E. All faculty hired on an emergency basis must be evaluated by the end of the semester and have a department interview before being offered employment in any subsequent semester.