

### Values Statement from 4.3.2 Policy

Santa Rosa Junior College values inclusion, diversity, equity, and anti-racism (IDEA). These values are intentionally and mindfully reflected throughout this policy and procedure to ensure that the College's instruction, programs, and services are provided by a diverse and highly qualified faculty that is responsive to our college community's needs and experiences.

These hiring processes were developed to recruit and hire faculty members who represent a wide range of cultures and experiences with:

- Discipline expertise
- Demonstrated excellence in teaching and pedagogical techniques
- Knowledge and demonstrated application of IDEA pedagogy
- Social and communication skills enabling effective interactions with persons from a wide range of cultures and experiences.

### 4.3.2 Procedure

- I. Responsibilities
  - A. District hiring procedures are based on a recognition that responsibility for selecting well qualified contract and associate faculty is shared cooperatively by both faculty members and administrators.
  - B. The need for contract and associate 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; applying the District's Equal Employment Opportunity Plan; formulating and reviewing job announcements; assisting in recruitment; and screening, interviewing, and selecting the recommended candidates for consideration by the Superintendent/President.
  - D. In their 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 of Screening and Interviewing Committees to ensure fairness and to ensure that adequate equity, diversity, inclusion and anti-racist principles and respect for academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds are being applied to obtain adequacy of the applicant pool. The Vice President of Human Resources or designee shall also appoint a non-voting District Compliance Monitor to Screening Interviewing Committees. The District Compliance Officer, designee, and District Compliance Monitors will receive training and ensure that screening and interviewing committees follow all anti-discriminatory laws.
  - E. In their role as District Compliance Officer, the Vice President of Human Resources or designee, consulting with the committee's co-chairs, 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. All phases of the faculty hiring process shall be conducted in a timely manner to best ensure the hiring of the most qualified candidates.
  - 1. At the start of the faculty hiring process, Human Resources and the hiring committee will establish a timeline to ensure all phases of the hiring process will be completed in an expeditious manner.
- B. The Superintendent/President, in response to recommendations from the Faculty Staffing Advisory Committee, shall 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.
- C. Any campus transfer requests shall be considered from among eligible contract faculty before job announcements are posted.
- D. Associate Pool
  - 1. Departments shall annually review their need to recruit, interview, and hire additional part-time associate faculty members, and Human Resources shall initiate recruitment for associate faculty members accordingly.
  - 2. 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 associate faculty each semester.
  - 3. Applicants can apply to be placed in the Associate Pool at any time.

## 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 from Human Resources within the previous year, including:
  - 1. A review of this policy and procedures;
  - 2. A review of the Equal Employment Opportunity Plan;
  - 3. A review of data identifying the diversity of the District's students and faculty, including their ethnicity, race, age, national origin, religion, gender, sex, sexual orientation, disability and socio-economic backgrounds.
  - 4. Participants shall 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 contract faculty:
 

Each Screening and Interviewing Committee shall be comprised of no fewer than six members:

  - 1. The Department Chair or Program Director, or designee;
  - 2. Three (3) or more additional full-time faculty members from the department where the vacancy exists or related discipline(s);
  - 3. Whenever possible, Petaluma faculty member(s) should be included when the position is designated for Petaluma;

4. To bring diversity of perspectives to hiring decisions, committees are encouraged to include one contract faculty member from outside the discipline, selected by the Academic Senate President. The Academic Senate President ~~shall~~ 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;
  5. The Supervising Administrator, or designee;
  6. A non-voting District Compliance Monitor from outside of the department where the vacancy exists, who has completed training by Human Resources.
- D. In order to encourage a diverse committee membership, Departments may add one or more of the following members to the committee:
1. A classified staff member, approved by the local SEIU President and/ or Classified Senate President;
  2. An associate faculty member approved by the Academic Senate President and the Vice President of Academic Affairs.
  3. A Student as voting or non-voting member.
- E. Departments will select student(s) for meaningful and measurable participation in the options including but are not limited to:
1. Teaching demonstration participation
  2. Skills demonstration participation
  3. Member of the screening and interview committee
  4. Structured conversations or moderated Q&As with candidates
  5. Student survey or poll.

For all methods of student involvement, committees will be responsible for ensuring student input is given equivalent consideration as the input of any other member of the hiring committee.

- F. 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 shall co-chair the search committee. For a Petaluma faculty position, the Petaluma Supervising Administrator shall 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 shall confer and represent one vote. Positions with primary assignment at all other District locations shall follow the same general procedures outlined for the District.
- G. For associate faculty: Each Screening and Interview Committee shall be composed of no fewer than three voting members:
1. The Department Chair or designee, who shall chair the committee;
  2. Two faculty members, one must be a contract faculty member; the other may be either contract or associate. Any associate faculty member must be approved by the Academic Senate President and the Vice President of Academic Affairs;
  3. An Academic Affairs or Student Services administrator may serve on the committee, or serve as the District Compliance Monitor;
  4. If the administrator is not serving as the District Compliance Monitor, Human Resources will provide a District Compliance Monitor.

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.

- H. 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.
- I. Members of a Screening and Interviewing Committee must participate in each phase of the process in its entirety.
  - 1. *See below.*

*Option A: An exception can be made for student Screening and Interviewing Committee members in cases where committees do not want students reviewing confidential materials.*

*Option B: Student Screening and Interviewing Committee members are exempt from screening confidential materials.*

*Option C: Leave as is or other option.*

- J. Departments are encouraged to rotate Screening and Interviewing Committee members whenever possible.
- K. 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.
- L. 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. Job Announcement

- 1. The Screening and Interviewing Committees for contract and associate faculty shall 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.
- 2. Each job announcement shall be reviewed, edited, and approved by the screening committee, department chair, and the appropriate Dean. Prior to final approval, the Dean and the chair of the screening committee will consult with the VP of HR to make sure that the job announcement complies with the law.

##### B. Student Population

- 1. The District shall acknowledge and include the academic, socioeconomic, cultural, disability, gender identity, sexual orientation and ethnic backgrounds of community college students.

##### C. Advertising

- 1. The District will honor IDEA (Inclusion, Diversity, Equity, and Anti- Racism) by ensuring recruitment of colleagues including but not limited to academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds.

2. To achieve the District's goal of creating a highly-skilled, multi-cultural, diverse faculty, the District shall support efforts by the Human Resources Department to advertise positions to and recruit from a broad population. To this end, positions shall be advertised in multiple venues and publications, including relevant cultural associations and local groups.
3. Decisions about recruitment strategy shall be made in consultation with the Department and/or Program in which the vacancy appears.
  - a. Faculty and managers are encouraged to use their own professional and affinity group networks and associations to advertise open positions and recruit prospective applicants.
  - b. Faculty and managers are especially encouraged to seek out qualified members of historically underrepresented groups and encourage them to apply for open positions.
  - c. When the department chairs request that a job posting be advertised in discipline specific publications, lists, websites, etc., Human Resources will confirm the advertisement areas and share record of advertising in all confirmed advertisement areas with the Screening and Interview Committee (SIC) Co-Chairs.
4. Associate faculty employed by the District shall be notified of open contract faculty positions through email. Human Resources shall forward a copy of job postings to all part-time instructors in a timely manner.

#### V. Interviewing

- A. Reasonable effort shall 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 including remote interviews.
- 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 designated compliance monitor shall monitor the interview process to ensure the following:
  1. All applicants will be afforded the same amount of time to review interview materials prior to the interview if applicable.
  2. 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;
  3. All candidates are asked the same core questions by the same interviewers;
  4. The discussion of candidates after interviews only considers job related factors in determining the semi-finalists;
  5. 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, socioeconomic, cultural, disability, gender identity, sexual orientation, 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 their scores and rank the candidates, then collectively discuss the strengths and weaknesses of the candidates.
  1. For associate faculty the Screening and Interviewing Committee shall select the candidate(s) to add to the Associate Pool.
  2. For contract faculty, the Screening and Interviewing Committee shall rank all the interviewed candidates in order of preference.

#### VI. Selection of Contract Faculty

- A. The Screening and Interviewing Committee will forward recommended candidates for an interview with the appropriate Vice President(s). Sending 3-4 candidates (or more if interviewing for more than one position) is optimal, but fewer are permissible if there are no other viable candidates. The Vice President of Human Resources shall be notified of the selected candidates. The Screening and Interviewing Committee may choose to rank candidates if desired; if the candidates are ranked, the ranking may be given to the appropriate Vice President(s) in writing, verbally, or after the administrative interviews are conducted.
  1. If the committee cannot recommend a minimum of three ~~acceptable~~ candidates, the Screening and Interviewing Committee, the Vice President of Human Resources and the appropriate Vice President(s) shall discuss proceeding with one or two candidates or reopening the position.
  2. 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).
  3. 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) shall consist of the appropriate Vice President(s) or designees, and the screening interviewing administrative and faculty co-chairs or designees.
- C. Prior to the AIC interview, the appropriate Vice President(s) or designee(s) shall meet with the Screening and Interviewing Committee to discuss the strengths and areas of needed improvement ~~weaknesses~~ of the candidates selected for a AIC interview. At that time, the Screening and Interviewing Committee may develop questions that will be a part of the AIC interview or reference check process.
- D. The appropriate Vice President(s) or designee(s) shall contact the candidates' references prior to the AIC interviews. All discussions shall remain private and confidential.
- E. All 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 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 interview shall be maintained on the appropriate forms. In addition to the written record of each candidate's AIC interview, the AIC 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 Plan in formulating recommendations.
- G. Following the AIC interview, the Vice President(s), upon request by the committee, shall meet and deliberate with the Screening Interviewing Committee.

- H. The AIC shall forward the name(s) of the final candidate(s) to the Superintendent/President. If unable to make a recommendation consistent with the Screening and Interviewing Committee's 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 candidates, interviewing other candidates from the qualified applicant pool, or re-opening recruitment.
- I. The appropriate Vice President(s) shall confer with the Superintendent/President to discuss the recommended candidate(s), including the findings of the Screening and Interviewing Committee, the AIC interviews, the reference checks and the District goals for that discipline.
- J. The Superintendent/President shall then conduct final interview(s). The number of interviews is at the Superintendent/President's discretion.
- K. The Superintendent/President shall 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, they 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 shall reconvene to discuss options for filling the vacancy and shall forward its recommendations to the Superintendent/President. The Superintendent/ President then determines the appropriate course of action. This shall 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) shall meet with the committee to share feedback on the process.