

4.3.2P

FACULTY HIRING: REGULAR AND ADJUNCT

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- I. 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, participating effectively in all appropriate phases of the hiring process.
 - A. The responsibilities of faculty and administrators include identifying and recommending positions; following the District's Equal Employment Opportunity Plan; formulating and reviewing job announcements; assisting in advertising positions; and, screening, interviewing, and selecting the recommended candidates for consideration by the President. All phases of faculty hiring shall be strictly confidential.
 - II. All participants in the process are given appropriate training in the hiring procedures. Each search committee should include members who are knowledgeable about the District's commitment to attract and retain highly qualified faculty.
 - A. The District Compliance Officer or designee shall serve as a consultant on District and state guidelines and be responsible for monitoring the District's hiring procedures, including but not limited to a review of the job descriptions and announcements, composition and procedures of selection committees to ensure equity and the adequacy of pool of applicants.
 - III. It is the intent of the District and the Academic Senate to ensure, whenever possible, that part-time assignments shall be combined into full-time, regular contract positions.
 - IV. The need for regular and adjunct faculty positions shall be cooperatively determined through a well-defined plan involving college administrators, the Academic Senate, and faculty in the subject area (i.e. Program and Resource Planning Process and Evaluation Process and Faculty Staffing Advisory Committee recommendations).

SEARCH, SCREENING AND SELECTION PROCEDURES FOR REGULAR FACULTY

- V. To assure that final hiring decisions are, whenever reasonably possible, made during the regular academic year, approval to fill open positions should take place as early in the academic year as possible.
- VI. Clear and complete job announcements, including all job-related skills, essential functions, requirements and any additional qualifications recommended by the faculty when appropriate, are prepared for each position. These job announcements are reviewed and signed off by the District Compliance Officer, Human Resources Director, and the appropriate Vice President(s) or designee before each position is announced, to ensure conformity with the college's non-discrimination commitments. If the faculty position is designated for the Petaluma Campus, the Vice President of Petaluma Campus shall participate in all finalist interviews.

- A. The District shall encourage all faculty to be involved in the recruitment effort of new faculty. Recruitment efforts shall include, but not be limited to, attendance at job fairs, training of faculty members attending conferences to do outreach, and target advertising. Faculty members from underrepresented groups shall be encouraged to network with colleagues in all areas for recruiting purposes.

VII. Search committees shall be comprised of no fewer than five members. The membership shall include the department chair and/or director or designee, if any; full-time faculty from the department or related discipline(s) where the vacancy exists; whenever possible, inclusion of Petaluma faculty member(s) when the position is designated for Petaluma; an instructional or student services administrator, and the District Compliance Officer or designee as a non-voting monitor.

Departments are encouraged to invite the participation of their adjunct faculty and/or faculty from a closely related discipline, classified representatives and/or students if individuals selected would be available for the complete process. Any classified representative and/or student on the committee will be non-voting unless the department determines otherwise. In addition, these individuals would not substitute for a regular faculty member; they would be additional members of the committee.

- A. The District Compliance Officer or designee shall participate in all aspects of the hiring process, and shall, after the initial paper screening, assist in determining whether the applicant pool is sufficiently diverse; monitor the interview procedure to make certain that 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; monitor that all candidates are asked and receive the same core questions by the same interviewers; monitor the discussion of candidates after interviews to ensure that job related factors are the only ones considered in determining the finalists; and, assist in the tallying of interview scores. The District Compliance Officer or designee may recommend a suspension of the hiring process at any time a question of non-compliance is raised. He/she shall review any concern regarding the selection process and shall determine the appropriate action to be taken.
- B. All faculty members participating on the search committee shall be selected by the department chair/director and the supervising administrator, in consultation with regular faculty, of the department in which the vacancy exists. Whenever possible, these should include Petaluma faculty member(s) when the position is designated for Petaluma.
- C. The supervising administrator and/or designee shall serve as the committee co-chair. Participating faculty members shall select the search committee faculty co-chair.
- D. In order to serve as a member of a search committee, a committee member must commit to participating in each phase of the process (paper screening and interviews) in its entirety. Additionally, each committee member must have participated in a hiring training within the last year.
- E. The appropriate Vice President(s) or designee will meet the committee at their initial meeting to relay District needs that may impact the selection of faculty, verify procedures and respond to concerns.
- F. For a Petaluma instructional position, the Petaluma supervising administrator will co-chair the search committee.
- G. For a Petaluma Student Services faculty position, the district supervising administrator or designee will co-chair the search committee.
- H. For a Santa Rosa instructional position, the Santa Rosa supervising administrator will co-chair the search committee.
- I. For a Santa Rosa Student Services faculty position, the Santa Rosa district supervising administrator or designee will co-chair the search committee.

- J. If the search committee is interviewing candidates for multiple positions for both Petaluma and Santa Rosa, then both supervising administrators will confer and represent one vote.
 - K. Positions with primary assignment at all other district locations will follow the same general procedures outlined for the District.
- VIII. The search committee shall review all complete applications and select candidates for interviews using a mutually agreed upon rating system that is based on the specific qualifications referred to in the job announcement.
- A. The desired or preferred qualifications set by the district must meet the state's minimum qualifications or the locally determined equivalent.
 - B. When candidates have been selected for interview, the District Compliance Officer or designee shall review the selections to ensure an adequately diverse group of candidates exists. If an adequate group does not exist, the District Compliance Officer or designee must meet with the committee to try to augment the group. If a group of candidates cannot be augmented, the District Compliance Officer shall consult with the appropriate Vice President(s) and may recommend reopening the recruitment to the President, who will decide the appropriate course of action.
 - C. The committee shall follow an interview procedure that shall be fair to all candidates and may include, but not be limited to, appropriate teaching demonstrations, writing samples, or other performance indicators related to the responsibilities of the position. The committee shall evaluate candidates regarding subject area knowledge and competence, commitment to professional growth and service, potential for overall college effectiveness, and sensitivity to and understanding of the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of the District's students. All interview procedures shall be reviewed in advance by the District Compliance Officer, or designee.
 - 1. Following the interview process, the committee will select finalists to be considered by the appropriate Vice President(s).
 - 2. The appropriate Vice President(s) or designee may meet with the committee at this point for a discussion of the candidates' strengths, assets and weaknesses. The appropriate Vice President(s) will consider the recommendations about candidates forwarded by the hiring committee based on subject matter expertise, academic credentials and the candidates' compatibility with department goals.
 - 3. Ideally, the search committee shall recommend three candidates (or more if interviewing for more than one position) for final interview. The District Compliance Officer shall certify the selected finalists. If the committee does not find three acceptable candidates, the committee, the District Compliance Officer and the Vice President(s) will discuss available options such as proceeding with one or two finalists or reopening the position.
 - 4. If the 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).
 - D. The appropriate Vice President(s) will interview the finalists. The Hiring Committee Dean/Co-Chair may be included in the second interviews upon committee request. Every attempt will be made to schedule both committee and final interviews to accommodate the time and travel concerns of the candidates. For candidates coming from distances exceeding 200 miles, special interview arrangements may be developed as needed.
 - 1. Each final interview shall be scheduled for the same amount of time and shall address the same basic set of criteria, which shall focus on professional or job-related qualifications.
 - 2. When the appropriate Vice President(s) conducts an interview, a written record shall be maintained on the appropriate forms for each candidate's interview in order to facilitate the follow-up discussions.

- E. Following the final selection interviews, the appropriate Vice President(s) shall take into consideration his/her evaluations of the candidates, the evaluation of the search committee, the reference checks, and the District's Equal Employment Opportunity Plan and will select a final candidate for recommendation to the President.
 - 1. In contrast with the initial interviews, which serve to identify the candidates with discipline and teaching expertise, the primary focus of the finalist interview is to look for the best match between District goals, educational plan and institutional need.
- F. In the event that exceptional circumstances and compelling reasons exist whereby the appropriate Vice President(s) cannot agree with any of the committee's final recommendation(s), the appropriate Vice President(s) shall communicate the reasons for his/her objections to the selection committee chair(s), the President of the Academic Senate, and the District Compliance Officer. The committee may then decide to consider other candidates from the initial interview pool. If the committee does not agree to forward other names to the appropriate Vice President(s) the position may be reopened.
- G. The appropriate Vice President(s) shall conduct reference checks on the final candidate(s). He/she will forward the final candidate(s) to the President, and will discuss the findings of the search committee, the final interviews, the reference checks and the District goals for that discipline. The President will then conduct final interview(s). Should he/she agree with the findings of the committee and the appropriate Vice President(s), the President will then recommend the final candidate's name to the Board of Trustees for approval. If the President decides not to forward any of the finalists to the Board of Trustees, he/she shall communicate this decision to the search committee co-chair(s), the Academic Senate President, and the appropriate Vice President(s). The President then determines the appropriate course of action to take.

SELECTION PROCEDURES FOR ADJUNCT FACULTY

- IX. District hiring procedures are based on the recognition that responsibility for selecting well-qualified adjunct faculty is shared cooperatively by both faculty members and administrators, participating effectively in all appropriate phases of the hiring process.
 - A. The responsibilities of faculty and administrators include identifying the need to recruit for adjunct pools; following the District's Equal Employment Opportunity Plan; reviewing and formulating job announcements; assisting in advertising positions; and, screening, interviewing, and selecting the recommended candidates. All phases of faculty hiring shall be strictly confidential.
- X. All participants in the process are given regularly updated, appropriate training in hiring procedures and the District's Equal Employment Opportunity Plan to ensure success in reaching the goals. Each search committee should include members who are knowledgeable about the District's commitment to attract and retain highly qualified faculty.
 - A. The District Compliance Officer or designee shall serve as a consultant on District and state guidelines and be responsible for monitoring the District's procedures, including but not limited to a review of the job descriptions and announcements, composition and procedures of selection committees, and the adequacy of the pool of applicants.
- XI. To ensure that qualified faculty are available to cover a subject area's sudden need throughout the district for substitutes or for hiring new adjunct faculty at the beginning of a semester, each department shall establish, through a recruitment and selection process, a pool of qualified applicants sufficient to cover anticipated needs. An adjunct pool is composed of those adjunct faculty currently working, those who have completed an assignment within the past two 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 term has been extended. Once having been placed in an adjunct hiring pool, adjunct faculty may continue to be eligible for an assignment beyond the initial two year period for an additional two years without reapplication, at the discretion of the department and with the consent of the pool member.

- XII. Adjunct pools will be opened annually. The department chair or designee, working with the Human Resources Recruiter, shall initiate a search that includes, but is not limited to, widespread mailing of announcements utilizing targeted labels from the registry of the Chancellor's Office and advertising in targeted publications.
- XIII. All candidates for the pool shall have been found to be qualified according to the state minimum qualifications or the equivalent as established by the District.
- XIV. Search committees shall be composed of no fewer than three voting members. The membership shall include an Academic Affairs or Student Services administrator, who shall also serve as the monitor, and two regular, full-time faculty. The membership may include adjunct faculty from the department or discipline establishing the pool. Exceptions to the composition of the committee may be made only with the approval of the District Compliance Officer and the appropriate Vice President(s).
- A. Regular faculty from the department in which the vacancy exists shall select the committee chair, and all participating committee members shall be voting members.
- B. In order to serve as a member of a search committee, a committee member must commit to participating in each phase of the process (paper screening and interviews) in its entirety. Additionally, each committee member must have participated in a training in hiring procedures within the year.
- C. The supervising administrator or designee serving as committee monitor shall participate in all aspects of the hiring process, and shall: assist the District Compliance Officer, after the initial paper screening, in determining whether the applicant pool is sufficiently diverse; monitor the interview procedure to make certain that 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; monitor that all candidates are asked and receive the same core questions by the same interviewers; monitor the discussion of candidates after interviews to ensure that job related factors are the only ones considered in determining the finalists; assist in the tallying of interview scores. The supervising administrator or designee serving as committee monitor may recommend a suspension of the hiring process at any time a question of non-compliance is raised. He/she shall review any concern regarding the selection process with the District Compliance Officer, who shall determine the appropriate action to be taken.
- XV. The search committee shall review all complete applications of those candidates meeting the minimum qualifications or the equivalent and select candidates for interviews using a mutually agreed upon rating system that is based on the specific qualifications referred to in the job announcement.
- A. When candidates have been selected for interview, the District Compliance Officer or designee shall review the selections to ensure an adequately diverse pool of candidates exists. If the group of applicants is not adequately diverse, the District Compliance Officer, along with the supervising administrator, must meet with the committee to try to augment the pool. If a pool of candidates cannot be augmented satisfactorily, the District Compliance Office may recommend reopening the recruitment to the department chair and appropriate Vice President(s).
- B. The committee shall follow an interview procedure that shall be fair to all candidates and may include, but not be limited to, appropriate teaching demonstrations, writing samples, or other performance indicators related to the responsibilities of an adjunct faculty member. The committee shall evaluate candidates in terms of training and experience, subject area knowledge and competence, and sensitivity to and understanding of the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of the District's students. All interview procedures shall be reviewed in advance by the District Compliance Officer, or designee.
- C. Following a discussion of the candidates' strengths and weaknesses according to the qualifications listed in the job announcement, the chair shall record the committee's list of applicants selected for the pool. The supervising administrator should complete reference

checks on each candidate recommended, and forward the list, interview record sheets and reference check forms to the Human Resources Recruiter. The District Compliance Officer shall monitor and certify the pool. It is the responsibility of the department chairs, deans and appropriate Vice President(s) to adhere to the goals of the District.

- XVI. Teaching assignment or other faculty assignments shall take place according to the process outlined in the AFA contract.

PROCEDURES FOR EMERGENCY HIRING

- XVII. Hiring may occur under special circumstances when the pool of eligible adjunct faculty is exhausted and/or there is added demand for additional sections of a course and/or a vacancy exists shortly before the beginning of a semester or there is not sufficient time for a recruitment to be completed. Prior to commencing hiring under special circumstances, the Academic Affairs or Student Services Administrator, in consultation with the 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.

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 Dean for the cluster and/or a Dean of Instruction in Petaluma for a Petaluma class, may take the initiative to interview and hire an adjunct instructor on an emergency basis. As always, this instructor must be evaluated within the equivalent of one full semester by the department in order to be retained beyond the initial assignment.

- A. Department Chairs and/or supervising administrators are responsible for initiating an Emergency Hire Request Form in order to have written approval prior to any offers of assignments being confirmed.
 - B. Applicants that are considered for emergency hire assignments must meet minimum qualifications (or equivalent) and this must be confirmed by the department chair and/or supervising administrators prior to initiating the request. All applicants must submit the same paperwork as an adjunct hire.
 - C. Department Chairs and/or supervising administrators are encouraged to review any new adjunct faculty applications on file in Human Resources (if applicable) prior to selecting a candidate to be recommended for an emergency hire assignment.
- XVIII. Anyone hired under these special circumstances who is not evaluated by the end of their first semester of employment must go through the hiring process for the department's adjunct pool.
- XIX. It is strongly encouraged that departments maintain adequate pools of qualified candidates so that it is not necessary to invoke these special circumstances except on a very rare occasion.