

**Hiring Manual
For
Solano Community College Faculty**

January 2017



Solano Community College District

Prepared jointly by the Solano Community College Academic Senate and the Solano Community College District

Table of Contents

Section A: Full-Time Faculty

I. INTRODUCTION

A. Background.....	5
B. Legal Authority.....	5
C. Diversity and Cultural Competence.....	5
D. Statement of Ethics/Confidentiality.....	5
E. Leadership Titles.....	6
F. Hiring Manual Review.....	6

II. ESTABLISHING OF NEED AND PRIORITIZATION

A. Department Profile and Summary of Projected Needs.....	7
B. Submission of Priorities and Creation of Final List.....	8
C. Critical Hires.....	9
D. Administrative Retreat Rights.....	9

III. RECRUITMENT

A. Development of Announcement of Opening.....	12
B. Distribution of Announcement.....	12
C. Professional Recruitment.....	12

IV. SCREENING FOR ELIGIBILITY (PRE-SCREENING)

A. Application Materials.....	13
B. Qualifications.....	13
C. Prescreening.....	14

V. INTERVIEW COMMITTEE/SCREENING COMMITTEE

A. Confidentiality.....	16
B. Committee Selection.....	16
C. Hiring Committee's Responsibilities.....	17
D. Committee Chair Selection.....	17
E. Human Resources Support for Development of Committee Procedures, Timeline, and Training.....	17
F. Equity Representative Duties.....	18

VI. SCREENING APPLICATIONS

A. Screening Criteria.....	19
B. Screening Process.....	19
C. Rating of Candidates.....	19
D. Post-Screening of Applicants for Appropriate Diversity.....	20
E. Notification of Candidates.....	21

VII. THE INTERVIEW	
A. Purpose of the Interview.....	21
B. Interview Process.....	21
C. Qualities of a Good Interview.....	22
D. Interview Questions.....	23
E. Technique/Professional Skill(s) Demonstration.....	23
F. Writing Sample.....	24
G. Rating of Candidates.....	24
H. Ranking.....	25
VIII. REFERENCE CHECKS.....	27
IX. SELECTION INTERVIEW & SELECTION OF FINAL CANDIDATE	
A. Second Interview Process.....	28
B. Selection of the Final Candidate.....	28
Section B: Adjunct Faculty	
X.INTRODUCTION.....	30
XII. ADJUNCT HIRING POLICY (NON-EMERGENCY)	
A. Establishment of Need.....	31
B. Development of Announcement for Opening of Part-Time Pool.....	31
C. Distribution of Announcement for Opening of Part-Time.....	31
D. Interview/Screening Committee for Hiring of Part-Time Faculty.....	32
E. Screening of Applicants for of Part-Time Hiring Process.....	34
F. Interview for the Part-Time Hiring Process.....	35
G. Emergency Hiring Procedures, Full Time and Part-Time Temporary Positions....	42
XIII ADJUNCT FACULTY HIRING CHECKLIST.....	44
XIV. REMINDERS/SUGGESTIONS.....	45

Section A:

Full-Time Faculty

I. INTRODUCTION

Per California Education Code 87360, the Solano Community College Academic Senate and the Solano Community College District are committed to agreement regarding the faculty hiring process. A high quality faculty is critical in establishing and maintaining the excellence of an educational institution. Therefore, the selection of new faculty members is one of the most important functions undertaken by Solano Community College [SCC] and the Solano Community College District [SCCD].

A. **Background**

During the 2016 fall term, the Academic Senate, in collaboration with Human Resources and Academic Affairs, completed a study and assessment of the faculty hiring processes and administrative procedures to inform the creation of the SCCD Hiring Guidelines Manual, as well as to recommend corresponding changes to relevant sections of SCCD board policy. The resulting handbook also provides specific information regarding recruitment, techniques of screening, interviewing, rating, and checking of references. Questions and/or requests for further information should be directed to Human Resources.

B. **Legal Authority**

Faculty hiring, including faculty roles and senate purview, is governed by SCCD Board Policies 2005 and 4005 to conform to California Education Code, sections 70902(d), 87100, 87355-87359, 87360(b), 87610, 87663(d), 87743, and 87454-87458, as well as California Administrative Code, Title 5, sections 53200 and 53024, notwithstanding California Administrative Code, Title 5, section 53204 where this authority shall not impinge upon due process rights of faculty, nor to detract from any negotiated agreements between collective bargaining representatives and district governing boards.

This handbook is designed to assist faculty hiring committees, administrators, and candidates in understanding and implementing those policies and regulations. To the extent that any direction in this document conflicts with board policies and/or regulations, policies and regulations prevail. This document should be used as the final authority except in instances when a Superintendent-President informs the Human Resources Department and the College Academic Senate President in writing why policies were not followed.

C. **Diversity and Cultural Competence**

Per SCCD Board Policies 4035 and 4037, SCCD is committed to employing qualified administrators, faculty, and staff members who are dedicated to student success. SCCD recognizes that diversity in the academic environment fosters cultural awareness, promotes mutual understanding and respect, and provides suitable role models for all students. SCCD is committed to hiring and staff development processes that support the goals of equal opportunity and diversity, and provide equal consideration for all qualified candidates.

D. **Statement of Ethics/Confidentiality**

1. The entire selection process requires the greatest sensitivity on the part of the committee members regarding the need for confidentiality.
2. The rights and reputations of the candidates must be protected. Ratings and comments made by committee members must not be shared.

3. To provide equal opportunities for all candidates, strict confidentiality must be maintained regarding the interview questions and the topic(s) of the work sample(s) and/or teaching demonstrations.

E. Leadership Titles

When the Superintendent-President, appropriate Vice President or Academic Senate President is unavailable and/or unable to carry out their responsibilities as noted in this manual, their designee shall carry out their respective responsibilities on their behalf. "Designee" is not noted throughout this manual, but it is inferred in all instances by this section.

F. Hiring Manual Review

This hiring manual shall be reviewed and revised periodically with the goal at least every three years, and more frequently if necessary.

II. ESTABLISHING OF NEED AND PRIORITIZATION

Per the annual timeline mutually agreed upon by the Academic Senate and the Superintendent-President, Academic Affairs shall direct academic deans to work with department faculty, school coordinators, and other appropriate administrators to conduct an analysis of the full-time staffing of the department to determine current strengths and needs for the determination of hiring priorities for the next academic year. (Appendix XXX: Timeline).

Solicited criteria shall conform to the Faculty Hiring Request form to include quantitative and qualitative data to provide a detailed department profile, including current and projected faculty staffing needs, for the consideration of the academic senate in making hiring priority recommendations to the Superintendent-President.

Quantitative factors are provided to faculty and administration by Research and Planning in accordance with the timeline.

Qualitative factors should consistently make reference to the most recent Program Review or Program Review update for the faculty hiring request to be considered by the Academic Senate. The intent of this practice is to connect hiring processes to integrated planning documents and processes. Faculty are encouraged to refer frequently to program review documents in the development of its department profile and summary of projected need.

Requests which do not refer to Program Review or Program Review Update documents will not be considered.

A. The department profile and summary of projected need will include information, which informs the following criteria: (See Appendix XXX: FORM)

1. Quantitative Criteria - Attention shall be given to the trends for the current semester and the preceding two academic years in the following areas:
 - Full-Time Equivalent Faculty [FTEF].
 - Percentage of FTEF who are full-time (or “regular”) faculty.
 - Percentage of FTEF who are part-time (or “adjunct”) faculty.
 - Number of sections offered in the discipline.
 - Full-Time Equivalent Students [FTES].
 - Average percent fill.
 - Total Weekly Student Contact Hours [WSCH].

2. Qualitative Criteria - Attention shall be given to the following areas:
 - Proposed Job Description.
 - Potential Load.
 - Availability of qualified part-time faculty in the discipline.
 - Representation of the staff with regard to gender and underrepresented group status.
 - Subjects and areas of the greatest strengths of the current staff, and areas where additional experience is required.

- Specific needs related to departments staffed by a single full-time faculty member of only part-time faculty members.
 - Legal mandates for the program, including state or federal mandates and/or requirements by other external accreditation bodies)
 - New program that requires discipline faculty and related expertise.
3. Summary of Projected Needs - Additional questions a department may consider include:
- What are the enrollment trends in the classes within the subject area?
 - If an academic area, is the projected growth going to be in transfer level courses or in developmental courses?
 - If a career technical area, what are the employment trends?
 - If a student support area, what are the projected needs?
 - What are the needs for new technology? What new skills and information will need to be imparted to students now and in the future?
 - What are the diversity needs of the department?
 - How are identified needs tied to strategic planning processes (unit review, program review, educational master plan, or other planning processes)?

B. Submission of Priorities and Creation of Final List:

1. In preparation for the joint meeting of the Academic Senate and Academic Affairs, and in correspondence to the annual timeline mutually agreed upon by the Academic Senate and the Superintendent-President, Academic Affairs shall direct academic deans to work with department faculty, school coordinators, and other appropriate administrators to conduct an analysis of the full-time staffing of the department to determine current strengths and needs for the determination of hiring priorities for the next academic year.
2. Requests for consideration for prioritization shall be submitted to the Office of Academic Affairs by the representative School Dean no later than the Thursday preceding the Monday joint meeting of the Academic Senate and Academic Affairs. Requests not received by the deadline will not be considered barring exceptional circumstances.
3. In collaboration with Academic Affairs, the Academic Senate will arrange and provide agendas and digital copies in accordance with its local procedures and Brown Act. In collaboration with the Academic Senate, the Office of Academic Affairs will arrange for hard copies of each proposal to be provided to the Body, to include the Academic Senate and School Deans, as well as the Academic Senate President and the Vice-President of Academic Affairs both of whom will be non-voting parties.
4. At the joint meeting, representative academic deans, or other proxy identified by the Vice-President of Academic Affairs, present to the body the individual cases for each position. Deans are not to rank positions within their respective Schools; they are instead to speak to the merits of each position. Deans are strongly encouraged to consult with discipline faculty prior to presenting to identify key/compelling talking points, as only the dean will present the position at the meeting. (While discipline faculty and/or members of the public are encouraged to attend the

meeting and observe the proceedings, only the dean will be recognized by the Chair to present, and only the dean will be permitted to speak to the merits of the position.

5. Once all positions are presented to the Body, ranking sheets are provided to sitting senators and academic deans. In addition, a deadline and drop-off location for the ranking sheets will be identified by the Senate President in cooperation with the Vice-President of Academic Affairs. As non-voting members, the Academic Senate President and the Vice-President of Academic Affairs will be charged with collecting and tabulating the results of the rankings prior to the next meeting of the Academic Senate.
6. At the next meeting of the Academic Senate, the Senate President and the Vice-President of Academic Affairs will present to the Senate the results of the rankings for action by the Academic Senate. These results will be forwarded to the Office of the Superintendent-President as advisory for the determination and funding of hiring priorities for the College.

C. Critical Hires.

Although the majority of current and anticipated faculty vacancies are known when the regular hiring priority determination of positions is made, some vacancies or other program needs may be unknown at this time. These unknowns may include late or unanticipated retirements and resignations, unanticipated vacancy(ies) of probationary faculty positions, unanticipated vacancy(ies) due to loss of adjunct faculty to other full-time positions, or unfilled positions needed to implement new or existing programs (e.g. time-sensitive CTE grant funded programs). Additionally, if a position is considered critical to offer the needed course sections or academic or student services due to program accreditation requirements, insufficient discipline adjunct pool, or other similar factors, the college may request a critical hire. Such requests must be for a replacement in the same discipline or for a newly-funded program. College administration and the Academic Senate, through their established college processes, will consult regarding the need to request a critical hire position. If agreed upon, the request is submitted to the SCCD for review.

D. Administrative Retreat Rights.

1. Per EDC 87454 and 87458, there are two conditions wherein a current administrator may invoke retreat rights to faculty:
 - Any tenured employee, when assigned from a faculty position, or assigned and special or other type of work, or given special classification or designation, shall retain status as a tenured faculty member.
 - A person employed in an administrative position that is not part of classified service, whose first day of paid service as a faculty member or administrator is on or after July 1, 1990, who has not previously acquired tenured status as a faculty member in the same district, and who is not under contract in a program or project to perform services conducted under contract with public or private agencies, or in other categorically funded projects of indeterminate duration, shall have the right to become a first-year

probationary faculty member once the administrative assignment expires or is terminated, if all of the following conditions apply:

- In mutual agreement with the senate, procedure is followed to ensure that the governing board relies primarily upon the advice and judgment of the academic senate to determine that the administrator possesses the minimum qualifications for employment as a faculty member.
- In mutual agreement with the senate, procedure is followed to provide the academic senate with an opportunity to present its views to the governing board before the board makes a determination and that the written record of the decision, including the views of the academic senate, shall be available for review pursuant to EDC 87358.
- The administrator has completed at least two years of satisfactory service, including any time previously served as a faculty member, in the district.
- The termination of the administrative assignment is for any reason other than dismissal for cause.
- There is an identified, first-year, probationary faculty position available to which the administrator may retreat, as, if there is no currently identified first-year probationary faculty position to which the requesting administrator could be appointed at the time of termination, the College is not required to grant the request of the administrator. (Ref. *Wong vs. Ohlone College*, No. A109823, 28 March, 2006.)

2. Procedures for Retreat Rights for Administrators Not Previously Tenured by the District:

- The Superintendent-President or the Vice-President of Human Resources will communicate to the Academic Senate President to intent of the administrator to retreat to a faculty position, as well as evidence that the administrator meets required conditions, as outlined in II.F.1.b. This communication should occur as soon as possible and no later than the end of January of the current academic year to allow for timely input, including at least two bi-monthly meetings of the academic senate, prior to the issuance of March 15th notifications. The proposed job description of the teaching position will be provided as well. Where possible, these procedures should parallel the agreed upon timeline for the ranking of faculty hiring priorities, as mutually agreed upon with the academic senate.
- As soon as possible, the Vice-President of Human Resources shall arrange for the Academic Senate President to review the minimum qualifications of the administrator to ensure the qualifications of the administrator align with the most recent iteration of the “Minimum Qualifications for Faculty and Administrators in California Community Colleges,” adopted by the Board of Governors in consultation with the Academic Senate for California Community Colleges. The Academic Senate President may also include an appointee from the identified discipline in the consultation process. Where the identified position requires specific expertise, reasonable assurance the administrator can fulfill assigned faculty duties should be provided by the

district. Should the identified administrator not meet the minimum qualifications, there is no equivalency process.

- Once minimum qualifications have been verified, the district, in consultation with the affected discipline and its academic dean, shall provide to the academic senate a revised job description, if relevant, as well as quantitative and qualitative data per the Department Profile and Summary of Projected Need form as outlined in section II.1 of this document.
- The completed Department Profile and Summary of Projected Need form will be provided to the academic senate and placed on the agenda by its president as soon as possible for information and discussion.
- The senate shall base its recommendations to the governing board using the same criteria it considers in discussing hiring prioritization. In addition, the senate shall consider the impact of the position on current adjunct faculty, the potential for other full-time hires in areas where the need is greater, the fiscal sustainability of the position, any impact on the diversity of teaching faculty, and any potential impact on student success.
- At the following meeting, or as soon as possible, the senate will take action to direct its president to communicate in writing its recommendations to the governing board. The senate president may also choose to speak to the item at a meeting of the governing board.
- The Superintendent-President will provide to the senate an explanation of action taken by the board in writing, to include reference to the written record of the decision, including the views of the academic senate, pursuant to EDC 87358.

III. RECRUITMENT

A. Development of Announcement of Opening

1. The college administration shall forward to Human Resources the details of the proposed faculty assignment/job description and the proposed qualifications.
2. The Vice-President of Human Resources shall review the job description for clarity of proposed assignment, appropriateness of education requirements, and collective bargaining and equity implications.
3. The final position announcement shall be approved by the department coordinator and appropriate administrator before it is formally posted and distributed by Human Resources. If there is a proposed change, both the department coordinator and appropriate administrator must approve the change. In cases where committee co-chairs are already determined, the co-chairs should approve the final position announcement.

B. Distribution of Announcement

1. Full-time, tenure-track faculty positions will be advertised for at least forty (40) days.
2. Job announcements will be posted on the District's website in accordance with board policies and regulations.
3. To ensure that members of underrepresented groups are notified of available positions, the District may:
 - Advertise in journals and newspapers with focused audiences as well as in newspapers having wide general circulation.
 - Contact members of underrepresented groups seeking work in business and industry.
 - Use professional registries and data banks, specifically those whose listings include underrepresented group members.
 - Consult with local underrepresented groups' organizations and agencies regarding recruiting efforts.
4. The District shall be identified as an Equal Opportunity Employer.

C. Professional Recruitment

1. Faculty and managers are encouraged to use their professional networks to advertise open positions.
2. Faculty and managers are especially encouraged to seek out qualified members of underrepresented groups and encourage them to apply for open positions.
3. If discipline representatives, coordinators and/or faculty co-chairs request that job postings be advertised in discipline specific publications, lists, websites, or other similar resources, Human Resources shall make reasonable efforts to accommodate these requests.

IV. SCREENING FOR ELIGIBILITY (PRE-SCREENING)

A. Application Materials

The applicant must submit the required materials as listed in the job announcement by the final filing date to be considered. Required materials typically include: (a) employment application, (b) personal resume or curriculum vitae, (c) unofficial copies of college transcripts, (d) letter of interest, and (f) supplemental form (if applicable).

B. Qualifications

1. Any applicant who fails to provide evidence to support his/her claim of a credential, or of minimum qualifications, or of equivalency, shall be eliminated from the applicant pool.

2. District Human Resource staff will verify that applicants claiming an appropriate credential do in fact have the appropriate credential, or that applicants claiming the required minimum qualifications show the appropriate degrees on their transcripts. If there is an experience requirement, District Human Resource staff will verify that the applicant has the required number of years of experience, but will make no attempt to judge if the experience is appropriate.

- All applications which satisfy the credentials requirement or the Academic Senate Minimum Qualifications requirement will be forwarded to the college screening committee.
 - District Human Resources staff will screen remaining applications to determine whether or not the applicants meet the equivalency criteria per Board of Trustees regulations. Applications that meet these criteria will be forwarded to the college screening committee for equivalency determination.
 - If the applicant claims to possess the minimum qualifications, but the degrees are not exactly those listed in the State Wide Academic Senate Minimum Qualifications, that application shall be considered under the equivalency process even though the applicant did not claim equivalency.
 - The screening committee for each vacancy is charged with determining equivalency. Equivalency determination is made prior to an interview when the applicant's qualifications will be reviewed to determine if the minimum or equivalent qualifications have been met.
 - Any candidate whose equivalency cannot be determined by the hiring committee shall be referred to the Equivalency Committee for resolution.
2. A standing college committee, known as the Equivalency Committee, shall be established to maintain consistency in the equivalency process throughout the institution and through time.
- The Equivalency Committee shall make the determination of equivalency if the hiring committee is unable to reach unanimity regarding a candidate's qualifications.
3. The Equivalency Committee is distinct and separate from individual hiring committees.
4. The Equivalency Committee will consider candidates on a case-by-case basis maintaining thorough and accurate records of their deliberations and decisions.

- It shall be the shared responsibility of the Committee and the Academic Senate to insure uniformity within and between all cases.
 - All deliberations and records of the Committee will be confidential.
 - No candidate shall receive an interview unless he or she meets the minimum qualifications or the equivalent of the minimum qualifications.
 - All questions of minimum qualifications will be resolved before any interviews will be scheduled.
 - The Equivalency Committee shall consist of the following representation: one (1) Student Services Manager, one (1) Academic Manager, and three (3) Faculty appointed by the Senate where representative faculty serve different Schools with at least one faculty member serves a CTE discipline.
 - A representative from Human Resources Department will serve as support staff.
5. Applicants who do not meet the advertised minimum qualifications or equivalencies or credentials will be notified immediately via email by Human Resources.
 6. The above equivalency processes shall be used for all faculty hiring (including but not limited to full-time faculty, adjunct faculty, critical hires and emergency hires).
 7. There is no equivalency process for administrators who seek to invoke retreat rights but who were not already faculty tenured by the district.

C. Prescreening

If the applicant pool is sufficient, Human Resources shall prepare a list of all qualified applicants. The applications and a list will be made available electronically to the appropriate administrative and faculty co-chairs for review. In an effort to ensure that materials are both easily accessible to all committee members and completed in a timely manner, subsequent screening by committee members will be conducted electronically.

1. Pre-screening of Applications for Qualifications:
 - Human Resources will review the current Collective Bargaining Agreement to determine if any current part-time (adjunct) faculty eligible for the position are guaranteed the right to interview for the position. A list of these faculty will be provided to the committee prior to screening.
 - Any additional pre-screening for minimum qualifications shall be done by the committee co-chairs in cooperation with Human Resources. (This provision does not exclude any committee member or the committee from screening applications).
 - All applications (including those applications which do not meet minimum qualifications) will be forwarded to the Faculty Hiring Committee after Human Resources has removed the Ethnic Statements from the application. Per Federal Guidelines, applicant diversity statistics will be maintained by the Personnel Office.
 - Equivalencies will be handled in accordance with the Academic Senate approved Equivalency Procedure. See IV.B of this document.
2. Pre-Screening of Applications for Appropriate Diversity
 - Human Resources will work with the Committee Co-Chairs to determine if the pool adequately represents the necessary diversity before continuing the

process. This determination will include comparisons between the diversity of the student body and division faculty. If the pool is considered to be appropriately representative of under-represented groups, the process continues with rating candidates.

- If the pool does not adequately represent the under-represented groups for one or more of the following reasons, Human Resources will work with the Committee Co-Chairs to determine whether or not to proceed with the process or to re-advertise for the position prior to proceeding, including advertising strategies to secure the desired diversity of applicants
- Likelihood of obtaining diversity in a field where it is difficult to recruit candidates.
- Need for addressing ethnic and gender diversity in the field.
- Review recruitment efforts to determine adequacy of recruitment process.

V. INTERVIEW/SCREENING COMMITTEE

A. Confidentiality

1. The entire selection process requires the greatest sensitivity on the part of the committee members regarding the need for confidentiality in perpetuity.
2. The rights and reputations of the candidates must be protected. Ratings and comments made by committee members must not be discussed or shared outside the process.
3. In order to provide equal opportunities for all candidates, strict confidentiality must be maintained regarding the interview questions and the topic(s) of the work sample(s).
4. Each committee member is responsible for integrity concerning any known conflicts of interests.

B. Committee Selection

1. The discipline is responsible for committee recommendations. Faculty representation may be sought outside the division. The committee composition shall include gender equity and underrepresented groups.
2. Faculty hiring committees shall include faculty and the appropriate dean.
3. Faculty hiring committees will be established by the division prior to the publication of the job announcement.
4. The interview committee is comprised of a total of 4 to 7 persons selected, as follows:
 - Three to five discipline, related discipline, or outside discipline faculty members appointed by the College Academic Senate President after consultation with the appropriate administrator and interested discipline faculty. Discipline faculty should represent the majority of members on the committee.
 - The administrator of the department or area (usually the School Dean).
 - An outside content expert for positions in which no Solano College faculty content experts are available. The determination of whether it is appropriate for an outside content expert to sit on the committee shall be made by the Superintendent-President in consultation with the Academic Senate President. The Superintendent-President in collaboration with the Academic Senate President will select the outside content expert, preferably a faculty content expert from another college. If no faculty content experts are available, then a content expert from the representative field may be appointed.
 - In basic skills, interdisciplinary subjects, and areas where service to students requires close cooperation between instruction and student services or between instructional areas, faculty from several areas may be selected to serve on the committee.
 - All committee members must complete the Title 5 mandated diversity and cultural competence training for hiring committees prior to the start of the hiring process, to be provided by Human Resources.

C. Hiring committee's responsibilities:

1. Objectivity/Fairness/Equality of Treatment.
2. Confidentiality.
3. Commitment to the Process.
4. Adherence to Timeline.
5. Screening Criteria.
6. Application Screening Process.
7. Selection Criteria.
8. Interview Questions - Tie questions to selection criteria.
9. Integrity of Process.
10. Determination of Finalist(s) and Reference Checks.
11. Submission of Completed Rating Sheets, Reference Checks, and Applications.

D. Committee Chair Selection:

1. The committee shall be co-chaired by a faculty member selected by the hiring committee and the appropriate academic dean OR another college administrator appointed by the Superintendent-President. In the event that the committee chooses not to select a faculty chair, the appointed manager will serve as the sole chair of the committee.
2. The co-chairs shall convene the committee, participate in the development of screening criteria, establish timelines for completion of the screening, serve as one of the raters, and coordinate the final selection of who shall be interviewed. Throughout the process, the co-chairs shall communicate to committee members any and all changes or issues that affect the agreed upon processes.
3. The faculty co-chairs serve as the equity representatives to the committee. In absence of a faculty co-chair, the committee shall designate these duties to another committee member, which may include the administrative representative. See Item V.F: "Equity Representative Duties" for an explanation of responsibilities.
4. In addition, the responsibilities of the committee co-chairs are:
 - Committee liaison with Human Resources
 - Orientation of committee members
 - In collaboration with the committee, composition of screening criteria
 - In collaboration with the committee, composition of interview questions, teaching demonstrations and other supplementary application and/or interview materials
 - Returning completed Rating Forms to Human Resources
 - Review of Reference Check Form with the hiring committee and the conducting of reference checks prior to second interviews, to be returned to Human Resources

E. Human Resources Support for Development of Committee Procedures, Timeline and Training:

1. Assists and trains the Equity Officer to insure compliance to district policy and state and federal legal requirements for adherence to affirmative action regulations.

2. Provide assistance to the committee in developing the timeline, pre-screening candidates, scheduling interviews, support services for the interview process, including copying, assisting in the provision of suitable space and technology to conduct the interview process, including IT/Technical Support for remote interviews, assisting in completing reference checks, if needed, and other support services required by the committee.
3. When needed, the Vice-President of Human Resources or the Human Resources Manager will perform the function of Equity Officer to insure that the hiring process moves forward in accordance with the established timeline.
4. Develop a team building relationship with the committee and the committee chair.
5. Assist the committee to maintain confidentiality in the hiring process.

F. Equity Representative Duties

1. The Equity Representative must have completed Equity Representative training within the last two years to insure compliance to district policy and state and federal legal requirements for adherence to affirmative action regulations.
2. If the identified individual has not completed the equity training in the allotted time period, Human Resources will provide training to the identified member to assure recency.
3. The Equity Representative shall ensure that throughout the entire screening and interview process there is no discrimination against any individual on the basis of race, color, gender, religion, national origin, age, sex, gender identity, sexual orientation, political orientation or belief, disability, or marital status. These duties include:
 - Reviews and approves screening, interview and rating forms, interview questions, screening and selection criteria.
 - Serves as resource to the committee on equity matters.
 - As a committee co-chair or in collaboration, participates in the submission of all job file documents to Human Resources prior to the scheduling of second interviews.
4. The Equity Representative shall complete the Equal Opportunity Employment Checklist at the conclusion of the entire hiring process. (See Appendix XXX.)

VI. SCREENING APPLICATIONS

A. Screening Criteria

1. The hiring committee will establish the screening criteria and rating forms for the purpose of evaluating applications based upon those criteria.
2. Screening criteria are to be based on the job announcement.
3. Some criteria which might be considered are:
 - Discipline preparation.
 - Communication and other interpersonal skills.
 - Sensitivity to, and knowledge of, a diverse student body and its needs.
 - Creativity and innovation.
 - Leadership potential.
 - Community Service.
 - Recency of training or evidence of updating of skills and/or professional development.
 - Experience working with people of varying abilities, ages, and cultures.
 - Experience with a broad range of teaching methods.
 - Related work experiences.
 - Experience with technology to support student learning.

B. Screening Process

1. Faculty who wish to be on the hiring committee must be apprised of the time commitment and be willing to make the effort required to complete the screening.
2. Expedient screening of applications is highly desirable in order to assure talented candidates are still available for interviews. Screening criteria, rating sheets and interview questions shall be prepared prior to reviewing applications. Applications will generally be forwarded to the college within five-seven business days after the position closes.
3. Each screening committee member shall rate all applicants independently. If a committee member is unable to complete the screening process, the ratings of that individual shall not be used.
4. The committee should reflect the college's commitment to diversity.
5. Any students appointed to the committee are advisory only and do not participate in the applicant screening process.
6. A screening criterion shall be included which allows the committee to rate the candidate's ability to foster and enhance cultural competence and diversity.
7. Normally, the selection of those to be interviewed should be completed within one to two weeks.

C. Rating of Candidates

1. The committee will determine the number of interviews to be scheduled and submit a list of rated candidates to Human Resources.
2. The members of the screening committee shall meet at the time determined by the committee chair with completed ratings of all candidates.

3. The co-chairs, in collaboration with Human Resources, will be responsible for reporting to the committee the names of any adjunct faculty who are to be granted an interview per the most current Contract Bargaining Agreement.
4. The co-chairs (and the equity representative if this role is not assigned to the faculty co-chair) shall tabulate the committee members' individual ratings of the candidates to establish the top candidates. The committee will determine the number of candidates to be interviewed and inform Human Resources.

D. Post-Screening of Applicants for Appropriate Diversity

1. Human Resources will review the selected pool of applicants and the candidates selected for interviews to advise if sufficient diversity of candidates exists.
2. If diversity exists in the pool to be interviewed, the interview process will proceed.
3. If diversity does not exist in the number of candidates to be interviewed, but does exist in the rated pool, the committee co-chairs will be advised to add up to the next five rated candidates to achieve sufficient diversity.
4. If diversity does not exist in the rated pool, the Equity Representative will meet with the committee to discuss and take a plan of action. The following items should be considered in the discussion:
 - Review of the screening criteria to determine if the criteria disqualified candidates who could perform the job.
 - Review the qualifications of other candidates (not included in the rated pool) to determine if they should be added to the rated pool.
5. Based on this review, the identified plan of action may include:
 - To proceed with the current pool.
 - To add additional applicants to the current pool.
 - To solicit additional applicants in cooperation with Human Resources, including additional recruitment strategies.

E. Notification of Candidates

1. Sufficient time should be allowed between notification and the interview to permit candidates to make travel arrangements. Normally, a minimum of ten business days' notice should be provided. More time may be provided per the recommendations of the committee, depending on the requirements of the interview.
2. Prior to candidates being called for interviews, the committee should discuss and make a decision about offering candidates an interactive video/telephone conference (virtual) interview should they be unable to attend the interview in person.
3. Human Resources will notify candidates who have been selected and shall schedule them for an interview, in collaboration with committee co-chairs.
4. Each candidate will be asked "Do you require reasonable accommodation(s) for the interview?" If a candidate requests accommodation(s), the committee chair and Human Resources will ensure accommodations are implemented as appropriate per the American Disabilities Act.
5. For those candidates who have not been selected for interview, Human Resources will notify them by email within one week.

VII. THE INTERVIEW

A. Purpose of the Interview

1. The primary purpose of the interview is to obtain information and to evaluate the candidates with regard to their ability to perform the duties of the faculty position. The interview shall be an assessment of the specific qualities and aptitudes that are important for success as a member of the faculty. These qualities may include knowledge of the subject matter, ability to communicate orally and in written form, address different levels of academic preparedness, ability to foster and enhance cultural competence and diversity, use varied teaching technologies, concern and respect for students and colleagues, special ability or aptitude in the areas identified by the department/area, the potential for continued professional growth, and personal qualities such as enthusiasm, intellectual curiosity, and commitment to the profession.
2. A secondary purpose of the interview is to project a positive image of the District, and the department. Unsuccessful candidates will have other opportunities to apply for Solano College positions. They can be expected to use the interview to assess the climate of the college and to determine if this is where they wish to work.

B. Interview Process

1. Committee members, under the direction of the committee co-chairs and with assistance from the Equity Representative and Human Resources, where appropriate, will develop hiring criteria rating methods and criteria-related questions. All committee members will ask the candidate(s) the same questions, maintaining consistency and equity. Committee members may be asked to explain their rating of candidates to the other members of the committee. This process is outlined in VII.D: "Interview Questions."
2. One committee co-chairs shall facilitate the interview, including receiving and introducing the candidate, facilitating the interview process, including time-management, the asking of any follow-up questions for clarification (see VII.D for more direction on follow-up questions), and closing the interview. Typically, this role is given to the faculty co-chair as the primary representative of the discipline for which the committee is hiring. In the event that there is a single committee chair, the chair will perform these duties.
3. Completed rating sheets will be turned in to the co-chairs after determining the candidate(s) for each job vacancy. Particular care should be taken to create a rating system that uniformly identifies the top candidates of each member. The committee co-chair(s) will turn in completed rating forms to Human Resources. This process is outlined in Item VII.G: "Ratings of Candidates."
4. Under direction of committee co-chair(s) and by consensus of the committee, the committee shall recommend qualified candidate(s) for each vacancy. Reference checks are to be completed before finalists are determined and turned in to Human Resources. This process is outlined in Item VII.H: "Ranking of Candidates."
5. The hiring committee will invite the Superintendent-President to meet with the committee to discuss the recommended candidate(s), or the hiring committee will provide to the Superintendent-President brief narratives which capture the

strengths and weaknesses of the candidates to support their eligibility for the position, as well as any recommended follow-up questions.

6. All recommendations must be supported with a completed, signed recommendation form, reference check forms and responses, applications of all candidates, and rating sheets, to be submitted to Human Resources by the committee co-chairs and/or Equity Representative.

C. Qualities of a Good Interview

1. Timing:

- It is recommended that the interviews be scheduled at least 60 minutes apart. This allows at least 45 to 50 minutes with each candidate, plus time to review the material presented and complete the notes.
 - The time allowed should be sufficient to respond to the questions of the committee, as well as the teaching/professional skill(s) demonstration. This process is outlined more in Item VII.E: “Teaching/Professional Skill(s) Demonstration.”
 - Human Resources will set sufficient time prior to the interview for the candidate to check-in for a review of the job description and interview questions.
 - Typically, Human Resources will designate ten minutes for the review of interview questions.
 - Additional time may also be allotted, either before or after the scheduled interview, to allow for additional tasks associated with the interview process to be completed, such as writing samples, essay or exam grading samples, or other similar discipline-appropriate tasks decided upon by the hiring committee.
 - Should the committee desire a particular order—for example, to be able to ask a question in an interview about the writing example topic—this sequence should be communicated clearly to Human Resources by the committee co-chairs prior to the interview process.
 - The committee co-chair(s) shall advise the candidate of the timelines that have been established by the committee at the start of the interview. The co-chair(s) should conclude the interview within the allotted time so all candidates have equal opportunities to make their presentations.
 - The candidate should be provided with access to a clock.
2. Establish Rapport: Candidates are naturally tense; it is the responsibility of the committee to put them at ease as much as possible. Smiles, introductions, and a cordial atmosphere are appreciated and appropriate.
 3. Demeanor of Interviewers: Interviewers shall be attentive towards candidates. Smiles, body language indicating interest, and nods of appreciation all help a candidate feel well received.
 4. Confidentiality: Assurance of confidentiality is critical to successful interviewing. Ratings and comments by committee members must not be shared with anyone outside the hiring process at any time, either during or after the interview process.

5. Impartiality: Impartiality is the foundation of a good interview: it is important not to discuss information about a candidate with the committee until the finalist stage to avoid development of, or the perception of, an early bias.
6. Consistency: All committee members will ask the candidates the same questions, maintaining consistency and equity. See Item VII.D for more direction.

D. Interview Questions

1. The hiring committee will prepare the questions which are to be asked at the interview and their relative scoring values to inform the rating sheets used by committee members. Space for ratings of the work sample(s) and the writing sample should also be provided on the rating sheet (sample rating sheet, Appendix 4). Once agreed upon by the committee, questions shall not be altered without the consent of the committee. Committee co-chairs are responsible for submitting the final questions and rating sheets to Human Resources.
2. To provide as much objectivity as possible, the same questions should be asked of each candidate by the same committee member and in the same sequence. Follow-up questions should not be asked of the candidates unless for clarification purposes only.
3. The committee should decide in advance how much assistance will be offered to a candidate who appears to have misunderstood the intent of a question or who answers only part of a multi-part question. If it is decided to rephrase or restate the question, the same assistance must be provided to other candidates if needed. Whenever possible, follow-up questions should be asked by the committee co-chair charged with facilitating the interview process; typically, this role is given to the faculty co-chair.
4. Effective questions have these qualities:
 - They are open-ended to allow the candidates to reveal themselves to the committee.
 - The desired "right" answer should not be apparent from the question.
 - Even though the topic or problem may be complex, the language of the question should be clear and easy to understand.
 - Performance and/or behavioral based questions are encouraged as they solicit the candidates' best practices, a key indicator of future performance.
5. Every set of questions should include at least one question which addresses specifically issues of diversity and equity at Solano Community College.
6. Generally, six to ten questions plus a demonstration of professional skills (teaching, counseling, etc.) can be completed in the 45 to 50 minute interview. If the questions are broad and follow-up questions are planned, fewer questions might be asked. The committee co-chair who is to facilitate the interview shall appoint a timekeeper and/or give a time-check during the interview.

E. Teaching/Professional Skill(s) Demonstration

A demonstration of professional skills (e.g. teaching, counseling, etc.) provides very valuable information regarding the probable future performance of the candidate and is to be included in all full-time interviews. Demonstrations may include:

1. Advance Preparation. Topic(s) are provided to the candidate in advance of the interview. The letter confirming the appointment for the interview would contain the information that a demonstration will be part of the interview process. The demonstration would measure willingness to prepare and ability to deliver when an assignment is known in advance. These demonstrations may range from 15 to 25 minutes in length.
2. Extemporaneous. A short list of common topics or a topic for the discipline would be presented to the candidate during the interview with directions to explain or demonstrate. This work sample measures the candidate's ability to think and organize quickly. Typically, this demonstration might range from five to ten minutes.
3. Role Play. Member(s) of the committee engage the interviewee in a short (five minutes or less) role play appropriate to the position. To the extent possible, the role play element should be provided consistently and fairly.

F. Writing Sample

1. The ability to write clearly and accurately is essential for any community college faculty position, and it is recommended that a writing sample of about a half-hour be a part of the selection process.
 - The writing sample should relate to the discipline. For example, the writing sample might ask the candidate to reflect on pedagogical approaches. Or, the sample might ask the candidate to reflect on an assessment of sample student work.
 - The writing sample can be done before or after the interview. Should the committee desire to ask a follow-up question in the interview which pertains to the writing sample, these directions should be made clear to Human Resources prior to the interview process.
2. The assessment of the writing sample should be made independently by each committee member, and the rating should be added to the ratings of interview questions and work samples.

G. Rating of Candidates

1. Committee members should take notes during the interview regarding the content and clarity of answers.
 - A rating should be given for each answer as it is given, but in such a way that the candidate cannot see it. For example, a dot could indicate when a later check mark will be made, or the interviewer can hold note-taking materials out of the view of the candidate.
 - If interviews are to extend over two or more days, it is especially important to take notes and indicate the relative merits of the candidates of the first day so their answers will not be forgotten.
 - Committee members should use the time between interviews to clarify notes and scoring on specific questions, to total scores for the candidate, and to sign and date the review form.
2. As needed, following the completion of each interview, the committee chair who is facilitating the interview shall provide an opportunity for identified faculty

interviewer(s) who have experience in the target discipline to make brief, factual comments regarding the candidate's accuracy on the content. Examples: Is the content correct? Is the content complete? Is the content appropriate to the level of the class or audience? The need for this process shall be identified by the committee prior to the interview process.

H. Ranking

1. Each committee member shall independently rank the candidates, e.g., one (1) out of ten (10), two (2) out of ten (10), etc. Should multiple candidates have the same total score, the committee member is asked to review all notes to make a determination regarding the ranking to avoid ties.
2. The independent rankings are collected by the committee co-chair(s), who, along with the Equity Representative, shall add the rankings to determine the top five candidates (those with the lowest sums).
3. The top five candidates are shared with the committee in alphabetical order. The committee co-chair(s) and/or Equity Representative shall facilitate a discussion of the top five candidates prior to a second ranking process. Typically, a committee will discuss the perceived strengths and weaknesses of each of the candidates. Committee members are then asked to rank the final candidates a second time.
4. After the committee ranks the candidates a second time, the committee chair and Equity Representative shall add the rankings and report the top three candidates in alphabetical order. If the committee chair and the Equity Representative cannot determine the top three candidates, either because of a tie in rankings or because the committee determines that there are not three acceptable candidates, the committee may deliver from two to four candidates as finalists.
5. In cases where the committee is interviewing for multiple positions, the committee shall use the same criteria to determine the number of finalists, except when the committee is interviewing for two positions, it will strive to deliver five finalists, and seven candidates for three or more positions (although the committee may deliver fewer finalists if there is an insufficient number of qualified candidates).
6. The committee co-chair(s) shall give the names of the finalists to the Superintendent-President in alphabetical order.
7. The Superintendent-President shall join the committee for a discussion regarding the relative strengths and weaknesses of the finalists as perceived by the interviewers, and/or the hiring committee will provide to the Superintendent-President brief narratives which capture the strengths and weaknesses of the candidates to support their eligibility for the position, as well as any recommended follow-up questions.
8. Comments that reflect personal knowledge of the interviewee should be provided to the Superintendent-President separately from the interview process.
9. In cases where the committee determines there is only one acceptable candidate, the committee shall inform the Superintendent-President of their finding during the discussion, and forward that one name to the Superintendent-President. After the interview, the Superintendent-President may choose the candidate, ask the committee to reconsider, or close the process and begin anew. Similarly, for multiple

hires in the same committee, if fewer than four candidates are forwarded, after the Superintendent-President interviews the candidates, the Superintendent-President may choose the candidates, ask the committee to reconsider, or close the process and begin anew.

10. The Academic Senate President may review the committee rankings on a confidential basis with the Superintendent-President.

VIII. REFERENCE CHECKS

- A. Checking of the references of the candidates is a vital and required step in the selection process. It is important to obtain objective, detailed, accurate, and thorough reference check information to inform the hiring decision.
- B. To facilitate this process, the Solano College Reference Check Form will be made available to the committee prior to the interview process. See Appendix XXX.
- C. The committee may, at that time, revise the form to best suit the discipline for which they are interviewing.
- D. The same questions are to be directed to each reference.
- E. Reference checks are conducted for the selected finalists only.
 - 1. At least three reference checks with former/immediate supervisors should be made on each potential finalist.
 - 2. The interview committee contacts the references supplied by the finalists. If necessary, additional references may be requested of the candidate through Human Resources. Committee members should not contact the finalist directly.
 - 3. Reference checks can be the sole responsibility of the committee co-chairs, or committee members can conduct some, or all, of the reference checks.
 - 4. Immediate supervisors of the candidate(s) listed on the "Experience" section on the application form are to be contacted unless candidate(s) specify otherwise.
 - 5. In all instances, confidentiality must be maintained. A form will be included in the application for the candidate(s) to request that his/her immediate supervisor not be contacted until candidate(s) is notified. Human Resources will notify the finalists after which committee members can contact supervisor for a reference check.
 - 6. Professional references may be used for character corroboration but are not meant to be used in lieu of former/immediate supervisors' references.
- F. Reference check forms shall be completed in detail and should be typewritten or legibly written in ink. Responses should be elaborated on.

IX. SECOND INTERVIEW & SELECTION OF FINAL CANDIDATE

A. Second Interview Process

1. The Vice-President of Human Resources will review all recommendations and supporting documents for completeness.
2. If further clarification and/or additional information is needed, the documents will be returned to the committee co-chairs.
3. If the documents are satisfactory, the recommendations will be forwarded to the Superintendent-President.
4. The Superintendent/President will conduct the final interview. Committee co-chairs may elect to be present for the interviews to represent the committee. The interview questions for the second interview will be at the discretion of the Superintendent-President, in consultation with the committee co-chairs.
5. The Superintendent-President may conduct final interviews for out-of-area candidates just after their initial interviews, even though it is not yet known if they have been selected as finalists.
6. The Superintendent-President may also allow out-of-area candidates to interview remotely utilizing technology provided by the district.
7. If the Superintendent-President has reservations regarding the recommendations of the committee, the Superintendent-President will meet with the committee to explain the rationale for the concerns. If there were additional candidates the committee judged to be well-qualified, the committee may elect to have the next ranked candidate(s) considered.

B. Selection of the Final Candidate

1. The Superintendent-President shall select the candidate who is to be recommended to the Board of Trustees for appointment to the position.
2. The final candidate will be notified of his/her selection by the Superintendent-President or designee prior to forwarding the appropriate forms to the Human Resources Office.
3. The Superintendent-President shall notify the committee after the selection is made.
4. Human Resources will place the name of the recommended candidate on the next regular Board meeting agenda and will process all employment forms.
5. The Superintendent-President or designee will contact those finalists not selected and notify Human Resources when the notification is complete.
6. Human Resources will contact the final candidate to determine appropriate salary placement and make offers of employment. If no individual is hired, Human Resources and the appropriate dean will meet with the committee to determine resolution and next steps.
7. The job offer will be contingent upon approval of the Governing Board.
8. Following Board approval, the final candidate will be given formal notice of the appointment by Human Resources.

Section B:

**Adjunct
Faculty**

X. INTRODUCTION

Solano Community College District is committed to a consistent and equitable hiring process for its part-time (adjunct) faculty. While the Administrative Procedures, as outlined below, detail the hiring process for part-time faculty, the hiring process for part-time faculty also supports the guidelines of best practices outlined for the hiring of full-time faculty, including a commitment to ethics and confidentiality, a diverse hiring committee, quality screening criteria, interview questions, and interview process, and the checking of multiple references.

Moreover, while the District recognizes the periodic need to invoke emergency hiring procedures, we recognize that emergency hires are special case, ad hoc scenarios which meet clear criteria. Whenever possible, regular processes for the hiring of part-time faculty are to be followed.

Finally, Solano Community College District is committed to the hiring of a diverse part-time faculty who are not only discipline experts but who are committed to our core mission and values, including student success.

XI. ADJUNCT HIRING POLICY (NON-EMERGENCY)

A. Establishment of Need

1. In consultation with discipline faculty and/or the school coordinator, the appropriate dean will complete a personnel requisition for an adjunct hiring pool, to be submitted to Academic Affairs for approval and processing.
2. Factors to consider when establishing the need to develop an adjunct pool shall include:
 - Analysis of sufficient FTEF to meet student and program demands, including effect(s) on full-time faculty;
 - Current and potential FTES in identified courses and/or programs;
 - Recent unavailability or resignations of current part-time faculty;
 - Potential for programmatic growth with an increase in sections, including new programs;
 - Course demand and offerings at the Main Campus, College Centers and off-site locations;
 - Need for specialized expertise (e.g. CTE programs);
 - Categorical or mandated programs;
 - Requirements by accrediting agencies;
 - Sustainability;
 - Other factors which would influence faculty availability to meet program requirements and student need(s).

B. Development of Announcement for Opening of Part-Time Pool

1. The college administration shall forward to Human Resources the details of the proposed faculty assignment/job description and the proposed qualifications.
2. The Vice-President of Human Resources shall review the job description for clarity of proposed assignment, appropriateness of education requirements, and collective bargaining and equity implications.
3. The final position announcement shall be approved by the department coordinator and appropriate administrator before it is formally posted and distributed by Human Resources. If there is a proposed change, both the department coordinator and appropriate administrator must approve the change. In cases where committee co-chairs are already determined, the co-chairs should approve the final position announcement.

C. Distribution of Announcement for Opening of Part-Time Pool

1. Generally speaking, once an adjunct pool is open, the announcement should remain continuously open and continuously advertised.
2. Announcements will be posted on the District's website in accordance with board policies and regulations.
3. To ensure that members of underrepresented groups are notified of available positions, the District may:
 - Advertise in journals and newspapers with focused audiences as well as in newspapers having wide general circulation;

- Contact members of underrepresented groups seeking work in business and industry;
 - Use professional registries and data banks, specifically those whose listings include underrepresented group members;
 - Consult with local underrepresented groups' organizations and agencies regarding recruiting efforts.
 - If discipline representatives, coordinators and/or faculty co-chairs request that job postings be advertised in discipline specific publications, lists, websites, or other similar resources, Human Resources shall make reasonable efforts to accommodate these requests.
4. The District shall be identified as an Equal Opportunity Employer

D. Interview/Screening Committee for Hiring of Part-Time Faculty

1. Confidentiality

- The entire selection process requires the greatest sensitivity on the part of the committee members regarding the need for confidentiality in perpetuity.
- The rights and reputations of the candidates must be protected. Ratings and comments made by committee members must not be discussed or shared outside the process.
- In order to provide equal opportunities for all candidates, strict confidentiality must be maintained regarding the interview questions and the topic(s) of the work sample(s).
- Each committee member is responsible for integrity concerning any known conflicts of interests.

2. Committee Selection and Composition

- Faculty hiring committees shall include two discipline faculty and the appropriate dean, or, if discipline faculty are unavailable, then two faculty members, preferably from a related field. While preference should be given to full-time faculty, adjunct faculty are not precluded from serving.
- To develop the committee, the appropriate dean shall:
 - Announce to all discipline faculty, and faculty in related disciplines, if necessary, that a committee is forming to solicit volunteers for a hiring committee.
 - Continue to accept volunteers for a period of no fewer than five (5) working days.
 - In the event that this solicitation occurs during the summer months, the dean is advised to extend this period of time.
 - Forward the names of all faculty who have volunteered to serve on the adjunct hiring committee to the Academic Senate President who will appoint faculty members to the committee in consultation with the Dean and in line with board policy, including diversity/equity requirements.

- In the event that an outside content expert for the position is requested, the determination of whether it is appropriate shall be made by the Superintendent-President in consultation with the Academic Senate President. The Superintendent-President in collaboration with the Academic Senate President will select the outside content expert, preferably a faculty content expert from another college. If no faculty content experts are available, then a content expert from the representative field may be appointed.
- In basic skills, interdisciplinary subjects, and areas where service to students requires close cooperation between instruction and student services or between instructional areas, faculty from several areas may be selected to serve on the committee.
- All committee members must complete the Title 5 mandated diversity and cultural competence training for hiring committees prior to the start of the hiring process, to be provided by Human Resources.

3. Hiring Committee's Responsibilities for Part-Time Hiring Process

- Objectivity/Fairness/Equality of Treatment
- Confidentiality
- Commitment to the Process
- Adherence to Timeline
- Screening Criteria
- Application Screening Process
- Selection Criteria
- Interview Questions - Tie questions to selection criteria
- Integrity of Process
- Reference Checks
- Determination of Successful Candidates
- Submission of Completed Rating Sheets, Reference Checks, and Applications

4. Committee Chair for Part-Time Hiring Process

- The appropriate dean shall chair the committee to hire faculty to a part-time faculty pool. In the event that the dean overseeing the discipline for which the position is hired, another college administrator shall be appointed by the Superintendent-President.
- The chairs shall convene the committee, participate in the development of screening criteria, establish timelines for completion of the screening, serve as one of the raters, and coordinate the final selection of who shall be interviewed. Throughout the process, the chairs shall communicate to committee members any and all changes or issues that affect the agreed upon processes.
- In addition, the committee chair responsibilities are:
 - Committee liaison with Human Resources
 - Orientation of committee members

- In collaboration with the committee, composition of screening criteria
 - In collaboration with the committee, composition of interview questions, teaching demonstrations and other supplementary application and/or interview materials
 - Returning completed Rating Forms to Human Resources
 - Review of Reference Check Form with the hiring committee and the conducting of reference checks, to be returned to Human Resources.
5. Human Resources shall provide adequate support for the development of committee procedures, timeline and training. See Item V.E for additional details.
6. The Equity Representative for the part-time hiring process shall be the role of the chair, unless otherwise decided by the committee. See Item V.F: “Equity Representative Duties” for an explanation of responsibilities. The Equity Representative shall complete the Equal Opportunity Employment Checklist at the conclusion of the entire hiring process. (See Appendix XXX.)

E. Screening Applications for the Part-Time Hiring Process

1. Screening Criteria

- The hiring committee will establish the screening criteria and rating forms for the purpose of evaluating applications based upon those criteria.
- Screening criteria are to be based on the job announcement.
- Some criteria which might be considered in the screening of part-time applicants are:
 - Discipline preparation
 - Communication and other interpersonal skills
 - Sensitivity to, and knowledge of, a diverse student body and its needs
 - Creativity and innovation
 - Recency of training or evidence of updating of skills and/or professional development
 - Experience working with people of varying abilities, ages, and cultures
 - Experience with a broad range of teaching methods
 - Related work experiences
 - Experience with technology to support student learning
 - Availability and flexibility (e.g. to accommodate needed teaching schedules or locations, including off-site instruction)

2. Screening Process

- Faculty who wish to be on the hiring committee must be apprised of the time commitment and be willing to make the effort required to complete the screening.
- Expedient screening of applications is highly desirable in order to assure talented candidates are still available for interviews.
- Screening criteria, rating sheets and interview questions shall be prepared prior to reviewing applications.

- Applications will generally be forwarded to the college within five-seven business days after the position closes.
- Generally, it is best to review the most recently applications first.
 - In most cases, a hiring committee will have reviewed applications for a previous hiring process within one academic year. Committees are encouraged to review first those applications received since the last hiring process to avoid overlap with the vetting of prior committees.
 - In cases where applications have not been reviewed for greater than one academic year, committees are encouraged to review first applicants who have applied within the last academic year.
- Each screening committee member shall rate all applicants independently. If a committee member is unable to complete the screening process, the ratings of that individual shall not be used.
- Where possible, the committee should reflect the college's commitment to diversity. The committee selection procedure is outlined in Item XXXX.
- A screening criterion shall be included which allows the committee to rate the candidate's ability to foster and enhance cultural competence and diversity.
- Normally, the selection of those to be interviewed should be completed within one to two weeks.

3. Rating of Candidates

- The committee will determine the number of interviews to be scheduled and submit a list of rated candidates to Human Resources.
- The members of the screening committee shall meet at the time determined by the committee chair, in collaboration with the committee, with completed ratings of all candidates.
- The chair of the committee (and the equity representative if this role is not assigned to the chair) shall tabulate the committee members' individual ratings of the candidates to rank all candidates.
- There is no second interview process.
 - The committee will determine which candidates are qualified to be added to the part-time teaching pool within the identified discipline, pending reference checks and confirmation from Human Resources.
 - All successful candidates are added to the part-time pool to be eligible to be assigned courses per District procedures.
 - The committee may recommend for or against hiring a candidate to the part-time pool.
- No candidates are guaranteed a right to interview.
- Part-time faculty members remain in the adjunct pool for two years.

4. Notification of Candidates

- Sufficient time should be allowed between notification and the interview to permit candidates to make appropriate arrangements. Normally, a minimum of ten business days' notice should be provided.

- Prior to candidates being called for interviews, the committee should discuss and make a decision about offering candidates an interactive video/telephone conference (virtual) interview should they be unable to attend the interview in person.
- Human Resources will notify candidates-who have been selected and shall schedule them for an interview, in collaboration with the committee chair.
- Each candidate will be asked “Do you require reasonable accommodation(s) for the interview?” If a candidate requests accommodation(s), the committee chair and Human Resources will ensure accommodations are implemented as appropriate per the American Disabilities Act.
- For those candidates who have not been selected for interview, Human Resources will notify them by email within one week. As part of this notification, Human Resources shall advise applicants that they may update their applications in preparation for a future round of interviews for the part-time adjunct pool.

F. The Interview for the Part-Time Hiring Process

1. Purpose of the Interview

- The primary purpose of the interview is to obtain information and to evaluate the candidates with regard to their ability to perform the duties of the faculty position to determine eligibility for the part-time pool.
- The interview shall be an assessment of the specific qualities and aptitudes that are important for success as a member of the faculty. These qualities may include knowledge of the subject matter, ability to communicate orally and in written form, address different levels of academic preparedness, ability to foster and enhance cultural competence and diversity, use varied teaching technologies, concern and respect for students and colleagues, special ability or aptitude in the areas identified by the department/area, the potential for continued professional growth, and personal qualities such as enthusiasm, intellectual curiosity, and commitment to the profession.
- A secondary purpose of the interview is to project a positive image of the District, and the department.
 - Unsuccessful candidates will have other opportunities to apply for Solano College positions. They can be expected to use the interview to assess the climate of the college and to determine if this is where they wish to work.
 - Part-time faculty often teach at multiple in multiple nearby districts and are our best resource for word-of-mouth testimonials to the college as a desired place to work.
 - Successful candidates may be eligible for a guaranteed interview for a future full-time faculty position per the most recent Collective Bargaining Agreement.
 - Successful candidates are sometimes employed full-time by neighboring colleges/districts and are key allies in the creation of inter-collegiate communities.

2. Interview Process

- Committee members, under the direction of the committee chairs will develop hiring criteria rating methods and criteria-related questions. All committee members will ask the candidate(s) the same questions, maintaining consistency and equity. Committee members may be asked to explain their rating of candidates to the other members of the committee. This process is outlined in XXX: “Interview Questions.”
- The committee chair shall facilitate the interview, including receiving and introducing the candidate, facilitating the interview process, including time-management, the asking of any follow-up questions for clarification (see XXX for more direction on follow-up questions), and closing the interview.
- Completed rating sheets will be turned in to the co-chairs after determining the successful candidate(s) to be added to the part-time pool for the advertised position. Particular care should be taken to create a rating system that uniformly identifies the top candidates of each member. The committee chair will turn in completed rating forms to Human Resources. This process is outlined in Item XXX “Ratings of Candidates.”
- Under direction of committee chair and by consensus of the committee, the committee shall recommend qualified candidate(s) for the part-time hiring pool. Reference checks are to be completed before successful candidates are forwarded to Human Resources. This process is outlined in Item XXX: “Ranking of Candidates.”
- All recommendations must be supported with a completed, signed recommendation form, reference check forms and responses, applications of all candidates, and rating sheets, to be submitted to Human Resources by the committee chair and/or Equity Representative, if different than the chair.

3. Qualities of a Good Interview for the Part-Time Pool

- Timing.
 - It is recommended that the interviews be scheduled at least 45 minutes apart. This allows at least 30 to 35 minutes with each candidate, plus time to review the material presented and complete the notes. Depending upon the nature of the interview and the discipline, committee members may desire a longer period for each interview, but interviews should not exceed 50 minutes, as a general practice.
 - The time allowed should be sufficient to respond to the questions of the committee, as well as the teaching/professional skill(s) demonstration. This process is outlined more in Item XXX: “Teaching/Professional Skill(s) Demonstration.”
 - Human Resources will set sufficient time prior to the interview for the candidate to check-in for a review of the job description and interview questions.

- i. Typically, Human Resources will designate ten minutes for the review of interview questions.
 - ii. Additional time may also be allotted, either before or after the scheduled interview, to allow for additional tasks associated with the interview process to be completed, such as writing samples, essay or exam grading samples, or other similar discipline-appropriate tasks decided upon by the hiring committee.
 - iii. Should the committee desire a particular order—for example, to be able to ask a question in an interview about the writing example topic—this sequence should be communicated clearly to Human Resources by the committee chairs prior to the interview process.
 - The committee chair shall identify for Human Resources who will serve as the greeter for the interviews, as well as all locations for the interview, including where the candidate should initially report for the interview.
 - i. Typically, the role of greeter is assigned to the administrative assistant of the identified discipline. In absence of another greeter, the chair may serve as greeter.
 - ii. The greeter is responsible for checking in the candidate on arrival, providing the candidate with any materials to be reviewed prior to and after the interview, time-keeping for the review and/or completion of pre- or post-interview materials, and communicating with the committee chair to maintain schedules.
 - The committee chair shall advise the candidate of the timelines that have been established by the committee at the start of the interview. The chair should conclude the interview within the allotted time so all candidates have equal opportunities to make their presentations.
 - The candidate should be provided with access to a clock.
- Establish Rapport. Candidates are naturally tense; it is the responsibility of the committee to put them at ease as much as possible. Smiles, introductions, and a cordial atmosphere are appreciated and appropriate.
- Demeanor of Interviewers. Interviewers shall be attentive towards candidates. Smiles, body language indicating interest, and nods of appreciation all help a candidate feel well received.
- Confidentiality. Assurance of confidentiality is critical to successful interviewing. Ratings and comments by committee members must not be shared with anyone outside the hiring process at any time, either during or after the interview process.
- Impartiality. Impartiality is the foundation of a good interview: it is important not to discuss information about a candidate with the committee until the finalist stage to avoid development of, or the perception of, an early bias.
- Consistency. All committee members will ask the candidates the same questions, maintaining consistency and equity. See Item VII.D for more direction.

4. Interview Questions

- The hiring committee will prepare the questions which are to be asked at the interview and their relative scoring values to inform the rating sheets used by committee members. Space for ratings of the work sample(s) and the writing sample should also be provided on the rating sheet (sample rating sheet, Appendix 4). Once agreed upon by the committee, questions shall not be altered without the consent of the committee. The committee chair is responsible for submitting the final questions and rating sheets to Human Resources.
- To provide as much objectivity as possible, the same questions should be asked of each candidate by the same committee member and in the same sequence. Follow-up questions should not be asked of the candidates unless for clarification purposes only.
- The committee should decide in advance how much assistance will be offered to a candidate who appears to have misunderstood the intent of a question or who answers only part of a multi-part question. If it is decided to rephrase or restate the question, the same assistance must be provided to other candidates if needed. Whenever possible, follow-up questions should be asked by the committee chair.
- Typically, effective interview questions have these qualities:
 - They are open-ended to allow the candidates to reveal themselves to the committee.
 - The desired "right" answer should not be apparent from the question.
 - Even though the topic or problem may be complex, the language of the question should be clear and easy to understand.
 - Performance and/or behavioral based questions are encouraged as they solicit the candidates' best practices, a key indicator of future performance.
- Every set of questions should include at least one question which addresses specifically issues of diversity and equity at Solano Community College.
- Generally, five to seven questions plus a demonstration of professional skills (teaching, counseling, etc.) can be completed in time allotted for the interview. If the questions are broad and follow-up questions are planned, fewer questions might be asked. The committee chair shall appoint a timekeeper and/or give a time-check during the interview.

5. Teaching/Professional Skill(s) Demonstration. A demonstration of professional skills (e.g. teaching, counseling, etc.) provides very valuable information regarding the probable future performance of the candidate and should be included in all interviews to hire for the part-time pool. The time allotted for the interview period for each candidate will likely be determined by the nature and topic(s) assigned by the committee. Demonstrations for the part-time hiring pool may include:

- Advance Preparation. Topic(s) are provided to the candidate in advance of the interview. The letter confirming the appointment for the interview

would contain the information that a demonstration will be part of the interview process. The demonstration would measure willingness to prepare and ability to deliver when an assignment is known in advance. These demonstrations may range from 15 to 25 minutes in length.

- Extemporaneous. A short list of common topics or a topic for the discipline would be presented to the candidate during the interview with directions to explain or demonstrate. This work sample measures the candidate's ability to think and organize quickly. Typically, this demonstration might range from five to ten minutes. This is a common best practice for interviewing for part-time pools.
- Role Play. Member(s) of the committee engage the interviewee in a short (five minutes or less) role play appropriate to the position. To the extent possible, the role play element should be provided consistently and fairly.

6. Writing Sample

- The ability to write clearly and accurately is essential for any community college faculty position. Whether or not to include a writing sample as part of the interview process for the part-time pool is at the discretion of the committee.
 - Any writing sample should relate to the discipline. For example, the writing sample might ask the candidate to reflect on pedagogical approaches. Or, the sample might ask the candidate to reflect on an assessment of sample student work.
 - Any writing sample can be done before or after the interview. Should the committee desire to ask a follow-up question in the interview which pertains to the writing sample, these directions should be made clear to Human Resources prior to the interview process.
 - The assessment of the writing sample should be made independently by each committee member, and the rating should be added to the ratings of interview questions and work samples.

7. Rating of Candidates

- Committee members should take notes during the interview regarding the content and clarity of answers.
 - A rating should be given for each answer as it is given, but in such a way that the candidate cannot see it. For example, a dot could indicate when a later check mark will be made, or the interviewer can hold note-taking materials out of the view of the candidate.
 - If interviews are to extend over two or more days, it is especially important to take notes and indicate the relative merits of the candidates of the first day so their answers will not be forgotten.
 - Committee members should use the time between interviews to clarify notes and scoring on specific questions, to total scores for the candidate, and to sign and date the review form.

- As needed, following the completion of each interview, the committee chair who is facilitating the interview shall provide an opportunity for identified faculty interviewer(s) who have experience in the target discipline to make brief, factual comments regarding the candidate's accuracy on the content. Examples: Is the content correct? Is the content complete? Is the content appropriate to the level of the class or audience? The need for this process shall be identified by the committee prior to the interview process.

8. Rankings

- Each committee member shall independently rank the candidates, e.g., one (1) out of ten (10), two (2) out of ten (10), etc. Should multiple candidates have the same total score, the committee member is asked to review all notes to make a determination regarding the ranking to avoid ties.
- The independent rankings are collected by the committee chair, who, along with the Equity Representative if different from the chair, shall add the rankings and shall share the results with the committee.
- Typically, a committee will discuss the perceived strengths and weaknesses of each of the candidates. Committee members are then asked to designate a cut-off score for those candidates to be added to the part-time faculty pool.
- The committee chair shall facilitate reference checks and shall forward the results of the ranking to Human Resources. Reference checks will be conducted per Item VIII: "Reference Checks," of this document.
- Comments that reflect personal knowledge of the interviewee should be provided to chair and Human Resources separately from the interview process.
- It is possible for a committee to identify all candidates or no candidates as eligible for the part-time faculty pool.
- The Academic Senate President may review the committee rankings on a confidential basis with the Superintendent-President.

9. Notification and/or Hiring of Successful Candidates

- All candidates shall be notified in writing of the results of the interview process no more than one week after the conclusion of the interview process.
 - Successful candidates will be notified that they have been added to the part-time pool in the identified discipline, including that being added to the part-time pool is not a guarantee of assignment.
 - i. Should a course become available, the successful candidate will be contacted by the appropriate dean to determine availability and willingness to accept the proposed assignment.
 - ii. The dean will notify Human Resources of faculty assignment.
 - iii. All faculty appointments are subject to the approval of the Governing Board, after which the new faculty member will be given formal notice of appointment by Human Resources.

- Unsuccessful applicants shall be advised by Human Resources that they may update their applications in preparation for consideration in a future round of interviews for the part-time adjunct pool.

G. Emergency Hiring Procedures, Full-Time and Part-Time Temporary Positions

1. It bears repeating that Solano Community College District shall use regular processes for the hiring of full- and part-time faculty.
 - While the District recognizes the periodic need to invoke emergency hiring procedures, emergency hires are special cases which meet clear criteria in all instances, and especially if invoking the emergency hiring procedure to hire a full-time faculty member.
 - In all cases, the hiring of part-time faculty is preferable, in absence of specific and compelling circumstances to justify an emergency, full-time hire.
 - Emergency hiring procedures should not be used to enhance or grow FTES/college apportionment.
 - Criteria to consider when invoking the emergency hiring procedure for full- and part-time faculty include:
 - There is/are unanticipated vacancies in the schedule leaving viable sections of classes without an instructor, thereby directly affecting student success.
 - There is/are unanticipated vacancies which threaten the viability of existing program.
 - The emergency hire is deemed essential by the discipline for purposes of accreditation, including external accrediting bodies.
 - The clear need for additional faculty, including the identified courses, has been determined by the dean in consultation with discipline faculty, the division coordinator, and the Vice-President of Academic Affairs, in consultation with Human Resources.
 - There are twenty (20) or fewer days prior to the term of the identified need in which to conduct the hiring process.
2. If the emergency hiring procedure is to be used to hire for a full-time temporary position, additional procedures apply.
 - The Superintendent-President shall notify in writing the Academic Senate President of the decision, including where and how the identified position meets or exceeds identified criteria.
 - At the next meeting of the Academic Senate, the body will be notified of the emergency hire, and will be presented with the opportunity to direct its assessment of need and any recommendations for action to the Superintendent-President and the Governing Board.
 - The term of service for the position shall be clearly identified.
 - The District shall consider the viability of interviewing internal candidates only from the existing part-time faculty pool.

- The temporary position shall be considered as part of the College prioritization process for full-time positions, in cooperation with the Academic Senate. See Item II.
- 3. All preceding interview procedures, including vetting for minimum qualifications, for full- or part-time hires shall be followed.
- 4. The following notable exceptions to the composition of the hiring committee shall be allowed to accommodate truncated timelines.
 - If there are seven (7) or fewer days for a full-time temporary hire, OR four (4) or fewer days for a part-time hire, the following changes apply.
 - The committee shall be comprised of the dean and one discipline faculty member, or, if a discipline faculty member is unavailable, then another faculty member, or, if no faculty member is available, then only the Dean.
 - At least one reference will be completed within two business days after the interview.
 - It is preferable to have faculty serve on the hiring committee, and the identified dean shall work with the division coordinator and the Academic Senate President to locate faculty when/if the dean is unable to identify discipline faculty able to serve on the committee.
 - In all cases, faculty appointments are to be confirmed by the Senate President.
 - If there are between eight (8) and twenty (20) days for a full-time temporary hire, OR five (5) and twenty (20) days for a part-time hire, the following changes apply.
 - For full-time temporary positions, the position shall be advertised for a minimum of three (3) business days using most current job description with any required updates. Consideration will be given to the viability of interviewing internal candidates only from the existing part-time pool.
 - Human Resources has three (3) business days to contact candidates selected for interviews.
 - At least two references shall be completed within two business days after the interview.

XII. ADJUNCT FACULTY HIRING CHECKLIST

Reminders

- Pursuant to Administrative Regulation R-5122, “only those persons having an application on file at the District will be considered as applicants.”
- “Emergency Hire” adjunct faculty hire conditions: A vacant position that becomes known within twenty (20) working days of the beginning date of employment may be filled without benefit of a screening and interview committee by appropriate management utilizing applications currently on file in Human Resources. Adjuncts hired under this “emergency hire” process may not be rehired for subsequent assignments unless they successfully complete the adjunct interview/hire process.
- Maintain compliance with all District policies and procedures governing the hiring processes.
- Maintain confidentiality of all application materials and the interview process.
- Discuss the importance of professional ethics and confidentiality with the screening and interview committee prior to conducting interviews.
- Avoid conflict of interest situations (i.e., personal/family relationships that exist between faculty committee members and the applicant being interviewed should be disclosed).
- Equity Representative reports allegation(s) of noncompliance to the Campus Equity Officer of Human Resources.

Checklist

- Establish hiring committee to interview applicant(s), include one faculty committee member who is an Equity Representative.
- Develop screening criteria and interview questions. Request adjunct applicant pool from Human Resources.
- Offer interview **ONLY** to applicant(s) who have followed the process and have an applicant on file with District Office Human Resources.
- Review application(s) based on job related screening criteria to select applicant(s) for interview.
- Each applicant invited to interview should be advised on the name and telephone number of the contact person in Human Resources if they require a reasonable accommodation for the interview process.
- Equity Representative completes the Equal Opportunity Employment Checklist (EEO Checklist). Committee Chair completes form P-132 and returns to Human Resources along with the EEO Checklist, screening criteria, interview rating sheets and other supportive documentation (writing sample).

XII. REMINDERS / SUGGESTIONS

- Confidentiality exists for adjunct faculty hiring processes just as it does for full-time hiring. Please refer to the following sections
 - Section I, Item D
 - Section V, Item A
 - Section VII
- Planning for adjunct faculty needs and scheduling needs are to occur in a timely fashion. School Deans are encouraged to plan for adjunct hiring panels / interviews during the preceding semester.
- Support for diversity and equity awareness for adjunct faculty hiring mirrors that for full-time faculty hiring. Please refer to the following sections:
 - ❖ Section I, Item C
 - ❖ Section II, Items B
 - ❖ Section V, Item B-2
 - ❖ Section VI, Item A-3 and B-5
 - ❖ Section VII, Item A-1
- Notification to candidates who are not recommended for an adjunct teaching assignment are to be made by the School Dean via letter or phone call within three days of the interviews. Those recommended for an adjunct teaching assignment, after reference checks have been completed, should be provided information about the adjunct hiring process. Please refer to the New Hire Checklist for Adjunct/Substitute Faculty.

SINATURE OF ACKNOWLEDGEMENT

As indicated by the signatures below, this document represents the mutually agreed upon Solano Community College Faculty Hiring Process as mandated by Education Code 87360.

**SOLANO COMMUNITY COLLEGE DISTRICT
SIGNATURE OF ACKNOWLEDGEMENT**

SOLANO COMMUNITY
COLLEGE DISTRICT

SOLANO DISTRICT
ACADEMIC SENATE

Date: _____

Date: _____

Appendices

To be added later (Tracy will find the equivalent documents on the Solano HR shared drive:

1. Equivalency Verification (P-38)
2. Equal Opportunity Employment Checklist (P-130)
3. Shared Principals – Screening, Interviewing and Confidentiality
4. Evaluation of Oral Interview Rating Sheet (P-106)
5. Summary of Interview Rankings
6. Tenure-Track, or Full-Time Temporary, Faculty Employment (Committee Chair Report) (P-131)
7. Recommendation for Faculty Employment (P-673)
8. Reference Check
9. Request for Faculty Transfer (P-671)
10. Article 5, LRCFT Collective Bargaining Agreement

FACULTY STAFFING REQUEST (v. 12.06.2016)

School:

Department:

Position:

___ *New*

___ *Replacement*

___ *Number of Position*

Quantitative Criteria:

	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016
FTEF					
FTEF - % FT					
FTEF - % PT					
Number of Sections					
FTES					
Percent Fill					
Total WSCH					

Qualitative Criteria

1. Job Description
2. Potential Load
3. Availability of Qualified Hourly Faculty to Teach
4. Representation of the staff with regard to gender and underrepresented group status

5. Subjects and areas of the greatest strengths of the current staff; areas where additional experience is needed
6. Needs related to single-person department or lack of Full Time Faculty for the discipline
7. Legal mandates for program (state and/or federal)
8. New program that requires discipline faculty / expertise
9. If this is a replacement position, what will be the impact on the program and the College if this position is not replaced?

Program Review—include pasted relevant materials from the last program review and/or annual unit update which demonstrates this need.

Suggested Timeline of Activities

Update/replace with most recent calendar proposed by S-P and senate-approved for F 2016.

Note: joint meeting was scheduled on last Monday of November.

Date	Activity
February	IVP confers w AS regarding criteria and suggested timeline. 10 + 1 committee holds meeting to complete the criteria list for the "Faculty Hiring Criteria and Process".
March	Deans confer with school faculty via a School Meeting (not necessarily individually, and certainly not ONLY on an individual basis.) Deans develop proposal(s) based upon criteria 1 (expanded version), 2, and 3 above, as well as consultation with the faculty.
March	Deans confer with the School Faculty (a second time) via a School Meeting. (There is no other way for the faculty to get a chance to weigh in regarding the hiring list prior to the AS/Administration meeting, and discuss any potentially necessary changes or recommendations.)
April	Deans and IVP conduct a "blind" ranking of proposals and mutually agree to rank priorities. IVP and S/P discuss the ranking and agree prior to the list coming to the AS. IVP will then call for joint meeting of the Educational Administrators and the Academic Senate to present and discuss recommendations.
April and or in	The combined Academic Administrators and Academic Senate meet to present discuss recommendations. The group may accept the recommendations in total part, or may develop its own joint list of recommendations to submit to the Superintendent-President.
May	SP presents his recommendations to the Academic Senate along with his rationale for any changes.
May	Recommendations are submitted to the Cabinet for funding considerations.
August	First Meeting in August at the Joint-Meeting of the Academic Senate and Academic Affairs. Hiring Priorities are revisited for information.
Oct-Nov	FT hiring processes begin in accordance with Policy and Procedures 4005.
Nov-Jan	Requests for hiring committee recruitment sent out, hiring committees are formed, and the current job descriptions are sent out to deans, and the hiring process commences.

Procedure for Joint Meeting to Determine Hiring Priorities

1. Prior to the meeting, deans to consult with faculty to prepare Staffing Faculty Requests for desired positions in each discipline. Requests to be submitted to the Office of Academic Affairs no later than the Friday preceding the Monday joint meeting of the Academic Senate and Academic Affairs. Requests not received by the deadline will not be considered barring exceptional circumstances. The Office of Academic Affairs will arrange for hard copies of each proposal to be provided to the Body.
2. At the joint meeting, deans are to present to the body the individual cases for each position. Deans are not to rank positions within their respective School; they are instead to speak to the merits of each position. Deans are strongly encouraged to consult with discipline faculty prior to presenting to identify key/compelling talking points, as only the dean will present the position at the meeting. (While discipline faculty and/or members of the public are encouraged to attend the meeting and observe the proceedings, only the dean will be recognized by the Chair to present, and only the dean will be permitted to speak to the merits of the position.)
3. Once all positions are presented to the Body, ranking sheets are provided to sitting senators and academic deans. In addition, a deadline and drop-off location for the ranking sheets will be identified by the Senate President in cooperation with the VPAA. The VPAA and the Senate President will be non-voting parties and will be charged with collecting and tabulating the results of the rankings prior to the next meeting of the Academic Senate.
4. At the next meeting of the Academic Senate, the Senate President and the Vice-President of Academic Affairs will present to the Senate the results of the rankings for the approval of the Body. These results will be forwarded to the Office of the Superintendent-President as advisory for the determination and funding of hiring priorities for the College.