

FULL-TIME FACULTY HIRING PROCEDURES
AGREEMENT

BETWEEN

The Faculty Senate of Victor Valley Community College

and

The Victor Valley Community College District

March 2003

Approved by the Board of Trustees, March 2003

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FULL-TIME FACULTY HIRING PROCEDURES AGREEMENT

I. Philosophy

A. It is the policy of the Victor Valley Community College District that faculty hiring procedures and guidelines be established to provide for college faculties of highly qualified people who are experts in their subject areas, who are skilled in teaching and serving the needs of a varied student population, who can foster overall college effectiveness, and who are sensitive to the racial and cultural diversity of the adult population of the District.

B. The governing board of Victor Valley Community College District represented by the administration, has the principal legal and public responsibility for ensuring an effective hiring process. The Faculty, represented by the Academic Senate, has an inherent professional responsibility in the development and implementation of policies and procedures governing the hiring process to ensure the quality of its faculty peers.

C. District hiring procedures are based on recognition that responsibility for selecting these well-qualified people is shared cooperatively by both faculty members and college administrators, participating effectively in all appropriate phases of the hiring process. The responsibilities of these individuals include:

1. identifying positions,
2. following the District's equal opportunity policy,
3. reviewing and formulating job descriptions,
4. advertising positions,
5. screening,
6. interviewing,
7. and selecting recommended candidates.

All procedures relative to faculty hiring shall be characterized by the strictest confidentiality by all parties involved.

II. Equal Opportunity Procedures:

- A. All participants in the hiring process will be given appropriate training in equal opportunity procedures. At each level, nominating entities and selection committee members have the responsibility to ensure that individuals who are knowledgeable about and responsible to the College's equal opportunity program are included on all selection committees or similar groups. An Equal Opportunity Committee shall be established under the auspices of the Academic Senate. Members of this committee shall receive appropriate training and shall be expected to serve as members on selection committees. The Equal Opportunity Officer shall serve as a consultant on district and state guidelines and be responsible for monitoring the District's equal opportunity procedures including but not limited to a review of the job descriptions and announcements and the composition and procedures of the Selection Committees.
- B. District practices will be carefully reviewed to ensure that equity and access are assured in the employment process to enable the District to select the most qualified candidate for appointment from the largest applicant pool possible.
- C. The Board of Trustees as policy makers and the Chief Executive Officer, the District Equal Opportunity Officer, the administrators, and the Academic Senate will provide the leadership necessary to achieve the goals mandated in AB1725. It will be the responsibility of each segment to ensure active participation and success in the District's efforts to realize the goal of equal opportunity for all candidates and educational programs reflecting the needs of the communities served.
- D. The following standards are consistent with the District's employment processes:
1. Application forms will be in compliance with local, state, and federal statutes regarding employment discrimination.
 2. Questions concerning marital status, dependency or child care obligations will neither be asked of the applicant nor investigated.
 3. Assumptions about a particular individual's willingness or ability to relocate will not be made.
 4. Personnel involved in reviewing applicants will be routinely instructed that information about race, age, sex, religion, political affiliation, ethnicity, disability, or sexual orientation will not be considered as part of an applicant's evaluation.
 5. Questions asked of applicants are limited to those relating to specific job qualifications and performance requirements such as experience, skills, and

educational background appropriate to the specific position for which the individual is applying.

6. An interview summary for all applicants who are interviewed is maintained indicating recruiting source, date(s) of interview(s), and the names of the individuals involved in the screening and selection process.
7. Selection of unqualified/overqualified persons on grounds of race, age, sex, ethnicity, sexual orientation, disability or status as a Vietnam-era veteran constitutes discrimination and is prohibited. Similarly, to terminate, demote, or displace a person on these grounds in the name of equal opportunity is also discriminatory and prohibited.
8. The District Equal Opportunity Officer or designee will provide training to ensure full compliance with all District, state, and federal regulations in regard to Equal Opportunity Employment.
9. Each Selection Committee establishes criteria that includes review of qualifications for appointment and the development of a set of job-related questions to be used during the interview process. For each position, qualifications will vary; however, there can be no disqualification based on race, age, sex, ethnicity, religion, political affiliation, disability, or sexual orientation. Equal Opportunity does not require either the consideration of applicants of lesser qualifications or of applicants who are not qualified or physically incapable of assuming the responsibilities of the position.

III. Hiring Procedures Timeline

July - A hiring list of possible full-time permanent faculty positions as determined in the College's Educational Master Plan for the next academic year is finalized and announced to departments. The Selection Committee Chairpersons are chosen by departments on the hiring list.

Mid-August - The Department and/or Selection Committee Chair canvases possible Selection Committee members for positions on committee. The preliminary job description and announcement are reviewed by the Selection Committee Chair.

September - The Selection Committee is formed with alternates and Equal Opportunity Officer. The job description is sent to the Selection Committee members with instructions to review and suggest modifications and clarification if needed. The draft job description is then sent to Human Resources.

October - The Selection Committee has its first meetings; one, for introductions, rules and regulations regarding the Hiring Process, and one for feedback from committee members regarding job description, paper screening criteria, interview questions, possible job announcement locations, and other matters related to the interview of candidates. The final job description/announcement material is sent to Human Resources.

Early November - The position is announced internally and to the general public by Human Resources.

Mid-November to Early January - Applications are accepted for position with a cutoff date in early January.

Mid-January - Paper screening begins by the Selection Committee. The candidates selected for interview are notified of upcoming interview. Those not selected are notified, also. References of the selected candidates are checked.

February/March/early April - The interviews of the candidates take place. Final candidates are moved forward for review by the Superintendent/President or his or her designee. The review by the Superintendent/President will be accomplished in a timely but reasonable manner to avoid rushing a decision.

Mid-April - Selected candidates are notified of an employment offer. Unsuccessful candidates are also promptly notified. The goal is to have the selected candidates' names presented at the May Board of Trustees meeting.

IV. Position Identification Procedures

The timely and effective selection of new faculty, whether replacement or new hires, is the most important decision made by the college, effecting student success and program development for many years to come. The decision to hire, whether replacement or new hires, must be made in a consistent manner, with all positions being determined by the whole college or specific departments or program priorities set down in the Educational Master Plan.

Departments/programs will bring forth requests for rehires or new hires based upon the current Educational Master Plan program development goals, with requests for new hires being made at least a year in advance of the beginning of the hiring search. The list of requested rehires and new hires will be prioritized by a process and criteria developed jointly by the Faculty Senate and the college administration. It is anticipated that an ongoing five-year new hire schedule based on the Educational Master Plan will be developed permitting departments and programs to be prepared for future growth in a timely and efficient manner.

Emergency hires, i.e., when positions are made vacant due to catastrophic causes such as the death of a faculty member, may be filled utilizing a streamlined form of the process except when modified through mutual agreement between the Faculty Senate and the College administration.

V. Search Procedures

A. Advertising and Recruiting: The Selection Committee will be involved in the development of advertising copy to ensure that the copy is clear in its intent, honest in its representation, and friendly to diverse populations. The Committee shall review and approve the advertising copy before it is published.

1. The Selection Committee shall work with Human Resources to select the most appropriate publications in which to advertise the position based on the Committee's Advertising and Recruitment Plan (see attached) keeping in mind the following sources:
 - a. announcements sent to the Chancellor's Office Registry
 - b. announcements sent to the appropriate discipline departments of California State Universities, University of California campuses, and private California universities.
 - c. announcements sent to national discipline organizations.
 - d. announcements on e-mail and the Internet to inform potential pools of applicants who can register online to receive employment announcements.
 - e. any other channels that the committee shall deem appropriate.
2. The Selection Committee shall approve the advertising and recruitment campaign before any advertising material is distributed to the public.
3. The length of the advertising period shall be at least 8 (eight) weeks to allow for adequate distribution and response and to help obtain larger pools of candidates.

VI. Selection Committee Procedures

A. Composition of the Committee: The Committee shall consist of five voting members and a non-voting Faculty Equal Opportunity Officer (FEOO). Faculty members will be selected by the President of the Academic Senate in consultation with the faculty of the hiring Department or related Departments where appropriate. They will be confirmed by the FEOO. Members of the Committee shall consist of:

1. The Department Chairperson: In cases where the Department Chair and the division dean are the same person, an additional faculty member will be appointed by the President of the Academic Senate. This member must be a full-time member of the hiring department or a full-time member of another related discipline.
2. Two faculty members from the hiring department or from a related discipline: If necessary, the District, with Academic Senate approval, may secure experts from industry or faculty from other colleges in order to achieve the necessary expertise required.
3. One faculty member from another department.
4. The area administrator.
5. The Faculty Equal Opportunity Officer: This representative shall be selected by the President of the Academic Senate from a pool of trained FEOOs.
6. One alternate faculty member: This person shall replace any regular member who is unable to attend committee meetings or interviews.

B. Chair of the Selection Committee: The hiring Department chairperson or the area administrator will normally chair the Selection Committee. Where it is deemed appropriate, another member of the hiring Department may serve as chair of the Committee subject to Department, Academic Senate, and District approval.

C. Exceptions:

1. An alternate Committee member shall be assigned to serve on the Selection Committee in the event a Committee member is unable to participate in the entire selection process. The alternate will actively participate fully in every single aspect of the selection process including but not limited to pre- and post- paper screening, interviewing, and Committee discussions. The alternate's vote will only be counted, however, upon replacing a member

of the Committee.

2. With District and Academic Senate approval, a classified staff member may be asked to serve on the Committee if his/her work is connected to the department or a related department in a significant manner.
3. Only in emergency situations with Faculty Senate and Administration approval can a Committee continue the selection process with fewer than five voting members.

D. Review of Applications: The Selection Committee shall review all applications and shall select those applicants for an interview who best meet the desirable qualifications listed on the job description as measured by evidence of professional qualifications, including , but not limited to, educational background and experience. All relevant academic information shall be submitted to the Selection Committee including transcripts and letters of recommendation.

1. The Selection Committee will establish criteria for screening, formulating and weighing of questions and developing a scoring system for candidate evaluation prior to the screening of the applicants.
2. The Faculty Equal Opportunity Officer (FEOO) will monitor all selection procedures to assure equal treatment of all applicants.
3. The faculty on the Selection Committee from the given discipline or subject area shall make the determination whether applicants meet the desired qualifications, the state minimum qualifications, or, when applicable, their equivalents. Local equivalency procedures developed and agreed upon jointly by representatives of the Governing Board and the Academic Senate shall apply.
4. During this review process, the applications received shall in no way be contaminated. Contamination consists of rearranging the order of an applicant's response to questions or of omitting parts of the application.
5. Complete applications shall be available for review by all members of the Selection Committee.

E. Evaluation of Candidates: The Selection Committee shall evaluate candidates in regard to subject area of knowledge and competency, teaching and communication skills, commitment to professional growth and service, potential for effective participation in the College's governance, and sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disabled, and ethnic backgrounds of the District's students. Selection Committees are encouraged to be creative in establishing interviewing and evaluation techniques that meet the specific and unique requirements of the position being

hired. The overriding criteria is that all candidates be treated equitably in the evaluation process.

1. Paper Screening: The Committee shall paper screen all of the applications using a rating system of their construction to select for an interview those candidates who best meet the desirable qualifications. After the initial screening, the Committee will meet to discuss and select the candidates for interview. After a full discussion, a second screening scoring may be done as long as both pre- and post- paper screening score sheets become part of the permanent record.
2. Interview Questions: The Committee shall formulate interview questions (including an appropriate follow-up question procedure) to ensure a thorough assessment of the candidate's qualifications.
3. Teaching Demonstrations: Recognizing that teaching is "performance-based", the Committee shall provide for appropriate teaching demonstrations, portfolio presentations, coaching or directing or conducting demonstrations, and/or other performance indicators related to the subject area. Whenever possible, these demonstrations should be conducted with actual classes of students. Evaluation of these demonstrations may be done by using video equipment or direct observation.
4. Reference Checks: Those to be interviewed will be subjected to reference checks. These reference checks shall be conducted by the area administrator and the Committee chair and be shared with the Committee before names are forwarded to the Superintendent/President. Reference checks shall include academic background, professional experience, and personal qualities relevant to performance in the faculty position. The Committee shall draft the reference check questions.
5. The Committee shall establish interview dates for flexibility and conduct interviews using a rating system of their own design to evaluate the responses. Individual Committee members must be present for each interview in order to participate in the evaluation of candidates. All evaluation procedures shall be reviewed by the FEOO of the Committee.
6. After the interviews and the teaching demonstration and/or performance demonstrations, the Committee chair shall lead the Committee in a discussion regarding strengths and weaknesses of the candidates and summarize the Committee's rankings. The Committee may include rankings and/or written comments for each candidate as a further means of communicating its recommendations. In case the list of applicants to be interviewed is large, the Selection Committee may wish to schedule second-stage interviews for those considered best qualified. Teaching demonstrations or other performance tasks may be deferred to this time.

F. Selection of the Final Candidate: The Selection Committee may recommend up to three candidates to the College President for final consideration. The Committee may come to a consensus on the candidates to be forwarded. The candidates whose names are forwarded shall be the best qualified to fulfill the requirements of the faculty position. If the Committee deems only one candidate qualified to fill the position, then only the one candidate shall be recommended. If the Committee cannot recommend any of the applicants, the hiring process shall end and be reopened.

1. The President or his or her designee shall review the Selection Committee's recommendations, the qualifications, and the reference checks on the final candidates. The president (or designee) may interview the finalists and conduct additional reference checks. The Selection Committee chair and the appropriate area dean will be part of the final interview process of questions and input discussion.
2. The College President, in joint consultation with the Selection Committee chair, the area administrator, and the Academic Senate president, will select the finalist who will be recommended to the board of trustees.
3. If exceptional circumstances and compelling reasons exist why the President cannot choose any of the final candidates recommended, then the President shall meet with the entire Selection Committee to discuss these issues. If the Selection Committee and the President cannot reach an agreement as to a candidate, then the President shall put her or his objection in writing to the Selection Committee and to the Academic Senate president, and the position shall be reopened .

VII. Welcoming and Mentoring Newly Hired Faculty

A. The Faculty Senate through the subcommittee on Academic Affairs will establish a one-year orientation program for newly hired faculty that will include orientation sessions with representatives from the office of instruction, student services, the faculty senate, and the bargaining unit for the purpose of college-wide orientation. The newly hired faculty members will receive Flex Credit for these sessions. The nature and scheduling of these sessions will be the responsibility of the Academic Affairs committee.

B. Each newly hired faculty member will be assigned a Mentor, a full-time tenured faculty member from the newly hired member's department or division to address the practical and pedagogical concerns of the newly hired faculty member and to build confidence and trust. The selection of the Mentor will be made jointly by the department chair and the appropriate dean.

The Mentor will not be a member of the newly hired member's Tenure Committee and will serve for one year.

The Mentor shall be given Flex Credit time to accomplish the process of mentoring including, but not limited to, classroom visits, video-taping, mentoring sessions, syllabus development, teaching techniques, and the like.

VIII. Review and Revision

A. This hiring policy and its procedures are subject to review and revision at the request of either the Academic Senate or the Board of Trustees. Such revised policy or procedures shall be mutually agreed upon by both parties before it replaces the previously agreed upon policy or procedures.

Approved by the Victor Valley College Board of Trustees - March 2003