TO: Chancellor Fisher

CC: Gohar Momjian, Clara Starr, Leilani Battiste, members of the Faculty EEO Blueprint Workgroup (Lisa Daniels, Lynda Hirose, Lindy McKnight, Edgar Torres, Jessica Williams, Kovak Williamson), Veronica Hunnicutt, Lidia Jenkins, Monika Liu, Roland Montemayor, Lisa Romano, Samuel Santos, Minh Hoa Ta, Edgar Torres, members of the Academic Senate Executive Council, members of the Equivalency Committee, members of the Board of Trustees, members of the College Diversity Committee

FROM: Karen Saginor

DATE: May 17, 2012

SUBJECT: Faculty Hiring Policies/Procedures and the Blueprint

Purpose of this memo
The Blueprint of College-Wide Policy and Implementation Strategy for Improving Equal Opportunity in Faculty Recruitment and Hiring was published to the City College community in mid April. Unfortunately, the document contained errors in both data and other content, leading in some cases to inaccurate analysis. On April 26th, 2012, the Board of Trustees removed the word ‘policy’ from the title and designated it as a working document rather than a final draft. In adopting the document, the Board of Trustees directed the Chancellor and/or designees to begin implementation of its strategies without resolving which strategies included in the Blueprint would be subject to the California Education Code requirement that faculty hiring policy and procedures be developed and agreed upon jointly by the Academic Senate and the Board of Trustees. This memo provides guidance from the Academic Senate on:

- Blueprint strategies that misrepresent current policies and procedures.
- Blueprint strategies that conflict with current policies and procedures;
- Blueprint strategies for changes that are consistent with current policies and procedures;
The preparation of this memo is one step of several that are being undertaken by the Executive Council of the Academic Senate to improve equal opportunity in faculty recruitment and hiring. Further steps will include:

- Participation in both the Faculty EEO Blueprint Administrative Implementation Task Force Workgroup and in the Faculty EEO Blueprint Departments & Schools Implementation Task Force Workgroup
- Contribute towards improving the data and analysis sections of the Blueprint.
- Investigation into complaints of non-compliance with current policies
- Development of best practice recommendations for departments and for search committees
- Development of draft revisions to faculty hiring policies for joint consideration by Academic Senate Executive Council and the Board of Trustees
- Support for improvements in materials for orientation of participants in faculty search committees

Please find References for this memo online:
- Excerpts from California Education Code concerning Faculty Hiring. [http://tinyurl.com/6woplvb](http://tinyurl.com/6woplvb)
- CCSF’s Faculty Hiring document [http://tinyurl.com/7fd7pxn](http://tinyurl.com/7fd7pxn)

**Blueprint strategies that misrepresent current policies and procedures.**
This section identifies two practices that the Blueprint alleges to be part of the current policies and/or common occurrences. Neither one is current practice or part of the current procedure. This section also identifies three practices that the Blueprint proposes as new practices although these are already part of standard procedures for faculty hiring.

p. 18 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Application and Documentation Process.

**Equivalency Committee Training.** The administration will work to ensure that within ten working days after the close of the application the Human Resources Office forwards to the Equivalency Committee and the committee responds to the files of those applicants who claim to have the equivalent of the minimum qualifications listed on the job announcement. … The college will cease the existing practice which deems the CSU Master’s degree the benchmark against which all equivalency applicants are considered.

p. 24 within Memo from Chancellor Griffin. Stage Three: Equivalency
• Adjustments to the Equivalency Committee … The College Equivalency Committee should ... change the current practice which makes a CSU Master's degree the bench mark against which all equivalency applicants are considered.

Using the CSU Master’s degree is not the bench mark against which equivalency applicants are considered. The applicant chooses the degree program to be used for comparison. The applicant may choose a program from any accredited institution in the United States.


Diversity of Search Committees and Equal Opportunity. Current college policy states that it is recommended that Selection Committees reflect the diversity of the student population, the work force, and the groups named in the non-discrimination statement. ... The commonly used practice of “double counting” will be eliminated, such that no one member of the search committee can be counted for more than one protected category.

“Double counting” is not a commonly used practice. It is strictly forbidden under current policies and procedures. Human Resources personnel examine the composition of each search committee for compliance with current policy. Records are kept on the composition of each search committee. Any incidence of “double counting” or other non-compliance with policies for the composition of the search committee should be reported to the President of the Academic Senate for investigation.

p. 4 within Policy Blueprint. Application and Documentation Process.

• Simplifying Application Procedure – Letters of Recommendation & Transcripts – Letters of Recommendation will no longer be required of applicants for faculty positions. CCSF will officially adopt a policy that unofficial transcripts and photocopies/scans of official transcripts may be accepted and official transcripts required only of those candidates who are offered the position.

p. 17 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Application and Documentation Process.

Simplifying Application Procedure – Transcripts. CCSF will officially adopt the administrative policy that unofficial transcripts and photocopies/scans of official transcripts may be accepted and official transcripts will be required only of those candidates who are offered the position.

p. 24 within Memo from Chancellor Griffin. Stage Two: The Application

• Simplify Transcript Requirement – Many community college Human Resources departments do not request official transcripts at the time of application, but request unofficial transcripts be sent. Official transcripts are only requested later by those
candidates who make it to final interviews. Such a rule change would help to avoid any candidates being disqualified because of Registrar’s Office delays at candidates’ alma maters.

The Blueprint implies that the acceptance of unofficial transcripts with the initial application is not the current procedure and states that this would be a change in practice. As can be confirmed by Human Resources, it is already the practice that unofficial transcripts are accepted with the application. Official transcripts are required only at a later stage, before an applicant is hired.

p. 4 within Policy Blueprint. Policies and Practices of Selection Committees and Vice Chancellors

- **Augmentation of Faculty Hiring Orientation** - The hiring committee training shall be enhanced to include two new faculty diversity segments on the following topics: current state and national regulations and responsibilities regarding diversity in hiring; …

p. 18 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Policies and Practices of Selection Committees and Vice Chancellors. **Augmentation of Faculty Hiring Orientation.** The hiring committee training, which is currently mandatory for all hiring committees, shall be enhanced to include two new faculty diversity segments on the following topics: current state and national regulations and responsibilities regarding diversity in hiring; …

p. 25 within Memo from Chancellor Griffin. Stage Four: Selection Committees & Vice Chancellors

- **Enhance Selection Committee Training** – Enhance the Selection Committee Orientation to include information about Equal Employment Opportunity Law in California and US, similar to the presentation made by Sheila O’Rourke from UCOP. The Selection Manual should also be updated with this information.

It is the current practice for training to include a segment on current state and national regulation. The Blueprint implies that this would be a change.

p. 4 within Policy Blueprint. Policies and Practices of Selection Committees and Vice Chancellors

- **Mandatory Scoring of the Diversity Statement** - The diversity statement, which is a mandatory component of every application for a faculty position, shall be a scored component of the paper screening process in all faculty hiring committees.

Mandatory Scoring of the Diversity Statement. The diversity statement, which is a mandatory component of every application for a faculty position, shall be a scored component of the paper screening process in all faculty hiring committees.

p. 25 within Memo from Chancellor Griffin. Stage Four: Selection Committees & Vice Chancellors

- Scoring Diversity Statement – The diversity statement, as a mandatory component of all applications for faculty positions, must be a scored component of the application.

Human Resources can confirm that this is the current procedure. All components of paper screening must be assigned numerical scores. This will not be a change to current procedures.

Blueprint strategies that conflict with current policies and procedures; This section identifies recommendations that would require the concurrence of the Academic Senate because they would significantly alter current policies or procedures. The Academic Senate intends to follow up either with proposals for new policies that could receive mutual agreement with the Board or with administrative adjustments to address difficulties identified by the Blueprint.

p. 4 within Policy Blueprint. Outreach and Recruitment

- Outreach & Faculty Position Allocation Process - New requests submitted to the Faculty Position Allocation Committee (FPAC) shall include a “Diversity Self-Study and Outreach Plan”. In this plan, departments will submit detailed information on the department’s diversity outreach and recruitment plan for the position requested, and (when applicable) an analysis of past outreach and outcomes (i.e. analyzing changing trends in the Screening Report data released by Human Resources).

p. 16 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Outreach and Recruitment.

Outreach & Faculty Position Allocation Process. New requests submitted to the Faculty Position Allocation Committee (FPAC) shall include a "Diversity Self-Study and Outreach Plan". In this plan, departments will be requested to submit information to FPAC analyzing current data on diversity in the department (provided by Human Resources), detailed information on the department’s diversity outreach and recruitment plan for the position requested, and (when applicable) an analysis of past outreach and outcomes (i.e. analyzing changing trends in the Screening Report data released by Human Resources). ... The quality of this plan will be considered, among other factors, in faculty position allocation. Departments will be given a model plan template that they may use to assist in developing their individual plans. Deans will be required to communicate the importance of outreach and recruitment to chairs,
give feedback on the adequacy of departmental outreach plans, and report back to administration on the progress their departments have made on issues of faculty diversity.

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<th>p. 23 within Memo from Chancellor Griffin. Stage One: Position Allocation</th>
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<td>• Adjustments in New Faculty Position Requests with FPAC - Adjust New Faculty Position Requests such that Departments should demonstrate they have determined a robust strategy for faculty diversity outreach and recruitment. Such outreach plan would be considered, along with other factors, in determining Faculty position allocation recommendations by FPAC to CPBC. Departments should be provided with a template or model plan in order to assist in ensuring outreach strategies are of a high quality, including a rubric for inserting the department’s most recent HR data.</td>
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Making this change would require mutual agreement between the Academic Senate and the Board of Trustees. The current faculty hiring agreement calls for departments to “submit a request, accompanied by a justification, for any new or replacement positions needed…” (p.2). The current faculty hiring agreement specifies that these requests are considered by the committee (now called the Faculty Position Allocation Committee) which must agree to the request before it may be announced. In requiring material additional to the justification for the position, this strategy would significantly alter current policies and procedures.

<table>
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<th>p. 16 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Outreach and Recruitment.</th>
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<td>Outreach &amp; Faculty Position Allocation Process. … Furthermore, if the department seeks to limit recruiting by setting minimum qualifications higher than those set by the state, the department will be requested to justify this decision and analyze the affect this requirement could have on limiting potential candidates.</td>
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Making this change would require mutual agreement between the Academic Senate and the Board of Trustees. The current faculty hiring agreement states, “The Search Committee will develop the Job Announcement. Under the section titled “Minimum Qualifications: (required)”, the minimum qualifications agreed to by the Academic Senate and the Board of Trustees will be listed … The minimum qualifications adopted may be higher, but may not be lower, than those mandated by the State. When local academic qualifications exceed those of the State, only the local Minimum Qualifications shall be listed. Any specific qualifications that will be considered must be included in the job announcement. (p.3) This recommendation would significantly alter current policies and procedures.

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Simplifying Application Procedure – Letters of Recommendation. Letters of Recommendation will no longer be required of applicants for faculty positions.

Under current procedures and practices, the department and search committee determine whether letters of recommendation will be required and, if so, how many letters. The Blueprint has conflicting recommendations in this area. If no letters are required, they cannot be solicited as optional. Job announcements may not be used to solicit materials that will not be scored. Changing current practice to one that imposed the same requirement for letters of recommendation on all job searches would require mutual agreement between the Academic Senate and the Board of Trustees. It is recommended instead that search committees be fully advised of their options for setting requirements, and that candidates be informed when letters are missing and of permissible alternatives, such as recommendations from students rather than colleagues.

FPAC and Applicant Instructions. The FPAC application for departments will include a section which asks departments to offer detailed instructions on what they are looking for on the paper application. Special attention will be given to clearing up any potential confusion about what is required of applicants in cover letters, teaching philosophies, model assignments, etc. The clarity of this explanation will be considered in the position allocation process.

Making this change would require mutual agreement between the Academic Senate and the Board of Trustees. In the current procedure, the job announcement is not written until after the position has been approved by FPAC and funded by the College’s Planning and Budgeting Council. This recommendation would require FPAC to approve the position a second time, based on the text of the job announcement. This recommendation would significantly alter current policies and procedures.

Equivalency Committee Training. … The Equivalency Committee members will serve a maximum of two consecutive terms. The Equivalency Committee will receive
annual training on interdisciplines and changing trends in graduate level courses, including deciphering transcripts, ...

p. 24 within Memo from Chancellor Griffin. Stage Three: Equivalency

- Adjustments to the Equivalency Committee – As is college policy, the voting members of the Equivalency Committee must be changed every 2 years. The College should uphold this policy. The College Equivalency Committee should receive training on the importance of interdisciplines and the complexity of transcript reading in Master’s and PhD level programs today, and should change the current practice which makes a CSU Master's degree the bench mark against which all equivalency applicants are considered.

Making this change would require mutual agreement between the Academic Senate and the Board of Trustees. It is not college policy that the members of this committee or of shared governance committees be changed every two years. The current faculty hiring agreement states, “The Equivalency Committee will have three (3) members chosen by the Academic Senate for three-year terms, with a maximum of two (2) consecutive terms. After a faculty member has served as an Academic Senate appointee on this committee, he/she may not serve as a standing member for six (6) years.” (p.5) Further, the expertise of deciphering transcripts is supplied by “two (2) members of the department/discipline which is doing the hiring and an invited administrator ....The five (5) faculty members [three standing members and two discipline faculty] shall form the voting body of the committee.”(p.5) Changing the composition or determination methods of the Equivalency Committee would significantly alter current policies and procedures. As is noted elsewhere, the current practice does not make “a CSU Master’s degree the bench mark against which all equivalency applicants are considered.”

p. 20 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Administrative.

Role of the Affirmative Action Officer & Monitors. The role of the College’s Affirmative Action Officer shall be reinvigorated … especially … as it relates to the rotation of faculty on hiring committees, especially in large departments. ....

p. 24 within Memo from Chancellor Griffin. Stage Four: Selection Committees & Vice Chancellors

- Role of the Affirmative Action Officer & Monitors – Chancellor should revisit the role of the Affirmative Action Officer ... especially ... as it relates to the rotation of faculty on hiring committees, especially in large departments, ...

Making this change would require mutual agreement between the Academic Senate and the Board of Trustees. The current faculty hiring agreement states, “Each department shall develop regular, democratic procedures for forming Search Committees. Upon notification of approval of a position the Department Chair will follow this established procedure to form a Search Committee (monitored by Academic Senate).” (p.2) It is the
responsibility of the Academic Senate and its officers to make inquiries into the rotation of faculty on hiring committees. This recommendation would significantly alter current policies and procedures.

**Blueprint strategies for changes that are consistent with current policies and procedures;**
This section identifies practices recommended by the Blueprint that can be implemented without changing current policies and procedures. The current faculty hiring agreement for faculty hiring is City College of San Francisco Faculty Hiring Procedures, jointly agreed to by representatives of the Academic Senate and the Board of Trustees and adopted by the Board of Trustees in accordance with relevant sections of the California Code of Education and Title 5. It is available on the web at:
http://www.ccsf.edu/NEW/content/dam/ccsf/images/academic_senate/faculty_hiring.pdf
The items in this section are arranged in the order in which they occur on pp. 16-21

p. 16 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Outreach and Recruitment.

**Human Resources Division Outreach.** The Human Resources (HR) Department will include a question in the paper application asking where candidates learned of the job announcement in order to provide analysis of current diversity recruiting practices. After collecting such data for 2-4 semesters HR will devise and implement a diversity outreach and recruitment plan for future positions.

This is consistent with the current faculty hiring agreement. Human Resources can confirm that the online application already includes a question asking applicants how they heard about employment opportunities with City College. Human Resources may need research support and resources to collate and analyze the data collected through the job applications.

p. 4 within Policy Blueprint. Outreach and Recruitment.

- **Developing School Linkages for Diversity Recruiting** - Schools will be requested to maintain lasting linkages with discipline-specific professional organizations and local (and national, if desired) colleges offering graduate level degrees in school disciplines.

p. 17 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Outreach and Recruitment.
Developing School Linkages for Diversity Recruiting. Schools will be requested to maintain lasting linkages with discipline-specific professional organizations and local (and national, if desired) colleges offering graduate level degrees in school disciplines. Schools will, at minimum, maintain an open line of communication with local departments and graduate diversity coordinators at local universities. Some examples of effective communication with local assets for faculty diversity include speaking with department chairs or graduate advisors at local universities and letting them know that the CCSF vision values a diverse professorate; passing on job announcements for positions to graduate advisors; speaking with local Masters and Doctoral candidates on campus about CCSF as a potential career choice; speaking with university-wide graduate diversity coordinators about faculty positions that become available at the college. Deans will be held accountable for their success in developing these linkages, and overall progress in faculty diversity in their respective departments, in their evaluations and in program review.

This is consistent with the current faculty hiring agreement, c.f. p. 4, “Departments are encouraged to recruit candidates and will receive copies of the job announcement for distribution.” Depending on the discipline, maintaining linkages with professional organizations and graduate schools might work better on a department level (i.e. Art), than at the level of the school (i.e. Liberal Arts). Falling outside the scope of the current faculty hiring agreement are questions that may arise concerning workload issues depending on whether such links are encouraged or required and on whether they are implemented at the School level or at the Department level, and the work it takes to establish and maintain links.

p. 17 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection.

Faculty Diversity Web Site. In order to assist departments and schools in their outreach and recruitment efforts, the Faculty Diversity Internships Coordinator will create a web site which focuses on faculty diversity. This web site would profile some of our diverse faculty and highlight some of the advantages of working at CCSF (i.e. the benefits of working with our diverse students, living in the multicultural Bay Area, advising student clubs). This web site would be a link from the HR web site and from the Faculty Diversity Internship Program web site (and other School and department sites, as well).

This is consistent with the current faculty hiring agreement.

p. 17 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection.

Reminder Email out to Applicants. Applicants to faculty positions at CCSF will be sent a reminder email 5-7 days before the application deadline reminding them that
they can check the status of their application online and reminding them to look closely to see if their letter of recommendation is on file.

This is consistent with the current faculty hiring agreement. This has been a practice of Human Resources when staff time is available. Human Resources is currently working towards an automated reminder that would not be dependent on staff time.

**p. 18** within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Application and Documentation Process.

**Application Assistance Video on Human Resources Web Site.** CCSF will develop a You Tube video which is a step-by-step tutorial on how to apply for faculty positions. This video will be posted prominently on the Human Resources web site. This video will be updated anytime any changes are made to the application process.

This is consistent with the current faculty hiring agreement. This has been a goal of Human Resources.

**p. 18** within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Application and Documentation Process.

**Boilerplate Language.** The College will expand boilerplate language in job announcements to include new language that is more encouraging for diverse candidates.

This is consistent with the current faculty hiring agreement.

**p. 18** within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Application and Documentation Process.

**Equivalency Committee Training.** The administration will work to ensure that within ten working days after the close of the application the Human Resources Office forwards to the Equivalency Committee and the committee responds to the files of those applicants who claim to have the equivalent of the minimum qualifications listed on the job announcement...

The current faculty hiring agreement states on p. 4 “Within five (5) working days after the close of application, the Personnel Office will forward to the Equivalency Committee the files of those applicants who claim to have the equivalent of the minimum qualifications listed on the job announcement. Within five (5) working days, the Equivalency Committee will decide on these claims and return all files to the Personnel Office with a report on each file indicating whether the applicant does or does not have qualifications equivalent to the minimum qualifications stated on the job announcement.” It is challenging for the faculty from the department, the administrator and the faculty of the Equivalency Committee to
coordinate their work together in such a tight timeframe. Nonetheless, equivalency processes are completed expeditiously, most within the specified number of days.

p. 4 within Policy Blueprint. Policies and Practices of Selection Committees and Vice Chancellors

- **Augmentation of Faculty Hiring Orientation** - The hiring committee training shall be enhanced to include two new faculty diversity segments on the following topics: … evaluating diverse candidates and guarding against unconscious bias.

p. 18 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Policies and Practices of Selection Committees and Vice Chancellors.

**Augmentation of Faculty Hiring Orientation.** The hiring committee training, which is currently mandatory for all hiring committees, shall be enhanced to include two new faculty diversity segments on the following topics: … evaluating diverse candidates and guarding against unconscious bias. This training shall be adapted from trainings currently offered at Bay Area colleges and universities, especially the University of California at Berkeley and shall be delivered by faculty or other staff, as designated by the District. These additions shall be included in the Selection Committee Orientation handbook.

This part is consistent with the current faculty hiring agreement. “All members [of search committees] must be provided training and orientation in: ... b) fair employment practices and procedures, c) equal opportunity and non-discrimination.” (p.1) **The current faculty hiring agreement anticipates that responsibility for this function shall be supplied by or monitored by the Affirmative Action Officer (now Title 5/EEO Compliance Officer).**


**Infusing Diversity into Job Descriptions.** The district will develop a handout of best practices for infusing aptitude and acumen with diverse students and diverse curriculum throughout job announcements, and not relegate this issue to one isolated portion of the required skills for the job. This information should be given to all members of selection committee before finalizing job announcements.

p. 24 within Memo from Chancellor Griffin. Stage Four: Selection Committees & Vice Chancellors

- **Infusing Diversity into Job Descriptions – the CCSF Administration should develop a handout of best practices for infusing aptitude and acumen with diverse students and diverse curriculum throughout job announcements, and not relegate this issue to one isolated portion of the required skills for the job. This information should be given to all members of selection committees before finalizing job announcements.**
This is consistent with the current faculty hiring agreement. A convenient point for monitoring whether this has been appropriately done might be the review of the job announcement provided by the Academic Senate President before it is posted.

p. 4 within Policy Blueprint. Policies and Practices of Selection Committees and Vice Chancellors

- **Mandatory Scoring of the Diversity Statement** - The District shall provide a guide on best practices for evaluating the diversity statement to faculty screening committees.

p. 18 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Policies and Practices of Selection Committees and Vice Chancellors.

**Mandatory Scoring of the Diversity Statement.** The District shall provide a guide on best practices for evaluating the diversity statement to faculty screening committees.

p. 25 within Memo from Chancellor Griffin. Stage Four: Selection Committees & Vice Chancellors

- **Scoring Diversity Statement** – Human Resources should provide departments a model scoring rubric.

This part is consistent with the current faculty hiring agreement.


**Training for Vice Chancellors.** Vice Chancellors who have selection designee capacity should be given a biannual administrative training by the Chancellor on hiring, which must include an analysis of the most recent Human Resources data report and a thorough discussion of the college’s vision for faculty diversity.

p. 25 within Memo from Chancellor Griffin. Stage Four: Selection Committees & Vice Chancellors

- **Training for Vice Chancellors** – Vice Chancellors who have selection designee capacity should be given an administrative training once every 4 to 6 semesters by the Chancellor on hiring, which must include a review of the most recent faculty hiring HR report and information on the college’s vision and goals for faculty diversity.

This is consistent with the current faculty hiring agreement. The two sections of the **Blueprint** show slight differences in whether the training should be once every two years or once every three years.

p. 4 within Policy Blueprint. Internships and Mentoring
- **Sustain & Increase Faculty Diversity Internships** - The College should sustain the College’s commitment to the Faculty Diversity Internship program, and increase the number of internships, which have a track record of being an extremely effective (and very low cost) method of increasing faculty diversity on campus.

p. 18 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Internships and Mentoring.

**Sustain & Increase Faculty Diversity Internships.** The College should sustain the College’s commitment to the Faculty Diversity Internship program, and increase the number of internships, which have a track record of being an extremely effective (and very low cost) method of increasing faculty diversity on campus.

p. 25 within Memo from Chancellor Griffin. Stage Five: Ongoing Commitment

- **Sustain & Increase Faculty Diversity Internships** – The College should sustain the College’s commitment to the Faculty Diversity Internship program, and increase the number of internships, which have a track record of being an extremely effective (and very low cost) method of increasing faculty diversity on campus.

This is consistent with the current faculty hiring agreement. A report establishing the track record for the Faculty Diversity Internship program and the Grow Your Own program is needed.

p. 19 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Internships and Mentoring.

**“Diversify the Discipline” Faculty-Student Mentoring Program.** City College of San Francisco, with its highly diverse student body, will take first steps towards helping to diversify the pools of qualified applicants for higher education faculty by instituting the "Diversify the Discipline" program. … Mentor training, mentee networking and other professional development opportunities would be made available to faculty and students as part of this program.

The proposed program falls outside the scope of the faculty hiring agreement. It is suggested that this promising proposal receive review through shared governance.

p. 5 within Policy Blueprint. Administrative

- **Faculty Diversity Self-Study & Report on Initiatives (each semester)** - The Chancellor will begin issuing a report and analysis each semester on the status of faculty diversity at CCSF. This report will be comprehensive in nature and will include information on the following topics (across demographic groups such as race, sexual orientation, veteran status, gender, etc.).

p. 20 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Administrative.
Faculty Diversity Self-Study & Report on Initiatives (each semester). The Chancellor will begin issuing a report and analysis each semester on the status of faculty diversity at CCSF. This report will be comprehensive in nature and will include information on the following topics (across demographic groups such as race, sexual orientation, veteran status, gender, etc.): Full-time and part-time faculty hires across departments; ... Detailed evaluation of the impact that the blueprint initiatives have had in increasing faculty diversity at the college.

This is consistent with the current faculty hiring agreement. Currently Human Resources prepares such a report annually, although some of the information, such as veteran status, is not disaggregated by demographic groups. Since most full time faculty hiring occurs on a timetable for new faculty to start in the fall semester and very little hiring of any kind can be done under the current fiscal restraints, it is questionable whether the benefits of two reports per year would be worth the costs in staff time at this point. It is not clear whether the information collected would be sufficient to perform all the types of analysis desired.

p. 20 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Administrative.

Vision, Annual Plan and Strategic Plan. The College will work to better incorporate a commitment to increasing faculty diversity in our vision and planning documents and place these issues as a central piece of the portfolio of the Office of the Chancellor.

This is consistent with the current faculty hiring agreement.

p. 20 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Administrative.

Orientation for New Hires. CCSF will offer an informal faculty diversity orientation for new hires so that diverse faculty may be able to break the ice in their new position with peers.

This is consistent with the current faculty hiring agreement.

p. 5 within Policy Blueprint. Administrative

Faculty Diversity Position - Create a partial release faculty position or repurposed Human Resources position to coordinate the college’s myriad faculty diversity efforts (i.e. outreach, recruitment, application assistance, etc.) and serve as a key contact person for candidates interested in a career at CCSF.

p. 20 within Blueprint for Improving Equal Opportunity in Faculty Recruitment and Selection. Administrative.
**Faculty Diversity Position.** Create a partial release faculty position or repurposed Human Resources position to coordinate the college’s myriad faculty diversity efforts (i.e. outreach, recruitment, application assistance, etc.) and serve as a key contact person for candidates interested in a career at CCSF.

Depending on the specific duties attached to this position, it appears to consistent with the current faculty hiring agreement. Although the faculty hiring agreement anticipates that functions such as outreach and recruitment will be handled by the Personnel Office (now Human Resources) and the Affirmative Action Office (now Title 5/EEO Compliance), the administration has responsibility for assigning such duties.

**Role of the Affirmative Action Officer & Monitors.** The role of the College’s Affirmative Action Officer shall be reinvigorated in order to ensure faculty diversity on selection committees, especially as it relates to racial, ethnic, gender, LGBT, Disabled and Veteran diversity … The Affirmative Action Office shall revamp Affirmative Action Monitor trainings to include more information on our vision and mission for faculty diversity and hold new trainings for college community members to become certified as monitors.

This is consistent with the current faculty hiring agreement. The Affirmative Action Officer, now called the Title 5/EEO Compliance Officer, is an administrator and as such, receives direction from the administration. The Officers of the Academic Senate have been requesting that the Chancellor provide additional EEO Compliance monitors for more than a year. New monitors have been trained recently.