

ADMINISTRATIVE HIRING PROCEDURES

1. General Statement

1.1 It is the policy of the San Francisco Community College District to establish administrative hiring procedures and guidelines that will provide the College with administrators who can lead, organize, facilitate, plan, and supervise; who understand the needs of faculty and the learning process; and who value institutional governance based upon a genuine sharing of responsibility with faculty colleagues. Administrators who are hired must be individuals who are sympathetic and sensitive to the racial and cultural diversity in the college, and are well prepared by training and temperament to respond effectively to the educational needs of all the special populations served by our community college.

1.2 The State minimum qualifications and City College's local qualifications for administrators should help to ensure that the college will select individuals who are competent to perform the administrative responsibilities that administrators are normally required to assume, such as supervision, organization planning, and budget development and administration, and who understand the needs of the faculty and the learning process.

1.3 An education administrator is one who works in the Office of Instruction or Office of Student Services. All administrators in the Office of Instruction must have in addition to State minimum qualifications the local minimum qualification of three years of teaching experience (or the equivalent) in an accredited post-secondary institution. All administrators in the Office of Student Services must have in addition to State minimum qualifications the local minimum qualification of three years of faculty experience in Student Services or Instruction (or the equivalent) in an accredited post-secondary Institution.

1.4 Nothing in this document shall limit the rights and responsibilities of the Board of Trustees as provided by law.

1.5 Nothing in this document shall be interpreted to limit the rights, duties and responsibilities of the District Affirmative Action Officer.

1.6 These procedures shall be interpreted so as to be in full conformity with applicable law.

1.7 It is understood that "administrator" refers to those managerial positions so designated in the Organization Chart of the District, and does not apply to Department Chairs, Program Supervisors or Civil Service Classified Managers; also does not apply to exempt employees.

2. Request for Position

When a new replacement position is desired, the administration shall consult with Senate and Classified representatives. After the Budget and Planning Committee (*sic*) determines the availability of funds in the Budget, a request accompanied by a justification and a job description, should be sent to the Executive Council of the Academic Senate. The Executive Council of the

Academic Senate shall be empowered to make its own recommendations on the request and job description. If the Senate and Administration cannot agree on the request or job description, it shall be sent to the Chancellor for final determination.¹

3. Development of the Job Announcement.

3.1 After the Executive Council has reviewed the job description and a Search Committee is formed, the job announcement is written by the Search Committee and the Vice Chancellor (or designee) for the area which has requested the position. If the position is for a Vice Chancellor, the Chancellor (or designee) will write the job announcement. In all cases, a consultative process involving several meetings of representatives of the Search Committee and administration must take place to determine the requirements necessary for the particular position. After these discussions the announcement and a copy of the complete job description will be reviewed by the Affirmative Action Officer to ensure conformity with the community college affirmative action and nondiscrimination commitments. Before any changes are made in the announcement they must be approved by at least five voting members of the Search Committee.²

3.2 The job announcement will inform the candidates that their references may be checked and that the submission of an application is an agreement to allow the District to conduct such a check.

4. Receipt of Applications

4.1 All applications, supporting papers, and letters will be sent to the Personnel Office. Within eight working³ days after the close of applications, the Personnel Office will forward to the Equivalency Committee the files of applicants who claim they have qualifications equivalent to those stated in the job announcement. After eight faculty working days the Equivalency Committee will inform the Personnel Office which applicants meet qualifications through Equivalency. The Personnel Office will maintain records of all equivalency decisions.

4.2 The Affirmative Action Officer will review the pool of applicants for conformity with the District Affirmative Action Plan.

4.3 The Personnel Office will send all files to the Search Committee except those which did not qualify under the equivalency process. The Search Committee shall receive all files of all applicants at the same time.

5. Search Committee

¹ This section will not apply for Spring 1992.

² For Spring 1992 only the job descriptions and announcements will be reviewed by RISC and not by the procedure outlined in section 3.1.

³ Working days are days when the College Administrative offices are open.

5.1 The Search Committee will consist of 9 members: three administrators and a total of six faculty and classified staff as outlined in the agreement in Appendix A.

5.2 The faculty shall be selected by the Academic Senate, the classified staff by the College chapter of U.P.E. 790, and the administrators by the Chancellor.

5.3 The Affirmative Action Officer (or representative), who is a nonvoting member, will monitor all proceedings of the screening process.

5.4 Whenever possible, the committee shall include members of historically underrepresented groups.

5.5 All members of the Committee shall be provided training in the District Affirmative Action and Staff Diversity Plan, as well as screening and interviewing procedures of the District.

5.6 The initial meeting of the Committee will be arranged by Administration.

5.7 The Search Committee shall elect its own Chair, who shall be one of the voting members of the committee.

6. Preliminary Screening

6.1 The Search Committee will select candidates to be interviewed who best meet the qualifications listed on the job announcement, as measured by evidence of professional qualifications, including education background and experience. Each individual employed must possess qualifications that are at least equivalent to the applicable minimum qualifications specified in this document.

6.2 The names of those applicants not selected will be assembled in compliance with State and Federal regulations and sent to the Personnel Office after the screening procedure is completed. Applicants who were not selected shall be so notified by the Personnel Office. The Personnel Office will also keep a record of all the applicants who claimed equivalency and how far they made it in the hiring process.

7. Interview

7.1 The Committee shall formulate job related interview questions to ensure a thorough assessment of the candidates' qualifications. Candidates will be informed of the hiring procedure before they are interviewed. All candidates will be asked the same questions, but some follow-up questions for clarification purposes to some answers are expected.

7.2 City College of San Francisco will hire administrators who can lead, organize, plan, and supervise; who understand the needs of faculty and the learning process; and who value institutional governance based upon a genuine sharing of responsibility with faculty colleagues.

7.3 The Search Committee will forward only candidates who demonstrate the abilities and qualities listed in the job announcement including, but not limited to:

- a. ability to communicate successfully facts and ideas of some complexity born in writing and in public speaking.
- b. ability to make sound decisions in a timely manner.

- c. ability to identify problems, to take initiative in solving them, and to carry through the required actions to completion.
- d. ability to develop consensus through collegial consultation.
- e. ability to work successfully with persons of various racial and ethnic backgrounds and of diverse sexual orientations.

It is recommended that the Committee interview a minimum of six candidates provided that this number of qualified applicants is available.

8. Ranking of Candidates

8.1 The Committee will rank all the candidates interviewed. Only those members of the Committee who have attended all interviews will be allowed to participate in the discussion and to vote and recommend candidates.

8.2 The top candidates will have their references checked by members of the Committee. It is recommended that two members (one of whom should be an administrator) conduct all checks with one member asking set questions and the other taking notes on the answers to the questions. A joint statement from these two individuals could then be given to the Search Committee. After these checks are completed the Committee may vote to rank the top candidates again.

8.3 The names of the top two or three ranked candidates will be sent to the Chancellor unranked.

9. Final Selection

9.1 The Chancellor and Vice Chancellors (or Vice Chancellor's designee), the Chair of the Search Committee and the Affirmative Action Office (or designee) will be present for the final interviews for the position.

9.2 If the position is for a Vice Chancellor, then the final selection committee will consist of the Chancellor, the Chair of the Search Committee and the other Vice Chancellors.

9.3 At the Chancellor's discretion, other appropriate parties may be present for the interviews.

9.4 The interview questions must be the same for all candidates, but some follow-up questions for clarification are in order.

9.5 The Chancellor will then select an individual for the position and request the Personnel Office to place the name of the individual on the Board of Trustees Agenda.

9.6 At the time of the final interview with the Chancellor, finalists for positions as education administrators who do not already have Retreat Rights in the District shall have their qualifications assessed for possible Retreat Rights to the faculty.⁴ The results of this assessment shall be presented to the Board of Trustees as a part of the closed session materials.

10. Special Cases

⁴ See Retreat Rights Procedures.

10.1 If the Chancellor rejects all candidates forwarded, written notice must be given to the Search Committee with reasons for rejection and the Affirmative Action Officer must be informed. At its own discretion, the Committee may then send up another name or may start the hiring process over.

10.2 If the Board of Trustees does not hire the individual selected by the Chancellor, the Chancellor may either ask the Search Committee for more names or start the hiring process over again. If the Chancellor asks the Committee for more names, the Committee will use its own discretion in deciding whether or not to provide additional names.

11. Exceptions

11.1 With the exception of Trustee-approved exempt administrative positions, all administrative positions will be subject to the above hiring procedures.

11.2 An administrator may be employed for one year or less as a replacement for an administrator who is on leave or away from the position for a year or less. The Chancellor can recommend this temporary replacement to the Board in consultation with the Executive Council of the Academic Senate. No administrative position can have a replacement for more than one year except by mutual agreement between the Chancellor and the Executive Council.

Otherwise, at the end of the one year period the position must be filled by the hiring procedure set forth in this document or the position will be terminated.

11.3 No College administrative hiring will be done outside the academic year except in cases the Board and Senate identify as an emergency situation.

11.4 Except as noted in this section, no administrators below the Chancellor can be employed by the College if they have not gone through the above hiring procedure.

12. Equivalency Procedures

12.1 The Equivalency Committee for education administrators will consist of two administrators and two faculty. For non-educational administrators, the committee will include two administrators, one faculty member and one classified staff appointee. The members of the Equivalency committee shall not be the same as those on the Search Committee.⁵ It is recommended that members of the Equivalency Committee shall serve for at least one year to provide continuity.

12.2 The faculty members of the committee will be appointed by the Academic Senate, the classified staff by the college chapter of U.P.E. 790, and the administrators by the Chancellor.

12.3 It will be the duty of the Equivalency Committee to consider candidates on a case by case basis to determine if those candidates who claim qualifications equivalent to specified minimum qualifications do in fact possess qualifications

⁵ This sentence does not apply for spring 1992.

which are at least equivalent to the stated minimums. The Committee will keep accurate records of their deliberations and decisions and insure uniformity within and between all cases.

12.4 An applicant who claims to be qualified through equivalency must demonstrate that he or she has qualifications equivalent to those specified. The applicant who claims equivalent qualifications will have to provide substantial and verifiable documentation, as clear and reliable as college transcripts and work experience being submitted by the other applicants, that he or she has qualifications that are at least equivalent to what is required by the minimum qualifications. Specifically, the applicant making the claim must provide documentation in regard to each of the following:

1. For establishing the equivalent of a required degree, possession of at least the equivalent in level of achievement and breadth and depth of understanding for each of the following as separate and distinct criteria:
 - (a) The education required for that degree
and
 - (b) The major courses required for that degree.

An applicant who fails to provide documentation in regard to either (a) or (b) does not possess the equivalent of the degree in question.

2. For the equivalent of required experience, an applicant must show related experience broad enough to serve as a basis for performing the specific duties of the position.

12.5 Documentation

Evidence that the applicant has qualifications equivalent to those on the job announcement shall be of the following:

- a. A transcript showing that appropriate courses were successfully completed at an accredited college or appropriate foreign institution;
- b. Publications that show a command of the major in question, the general education of the candidate, or his or her writing skill;
- c. Other work products that show a command of the major or occupation in question.
- d. Work experience
- e. Life experience leading to expertise required by the job announcement. It shall be the responsibility of the applicant to supply the Committee with all documentation needed to evaluate equivalency.

12.6 Report of the Equivalency Committee

The Equivalency Committee will report its findings to the Personnel Office only in this form:

- a. "The candidate meets the minimum qualifications through Equivalency" or
- b. "The candidate does not meet the minimum qualifications through Equivalency."

APPENDIX A
COMPOSITION OF HIRING AND EVALUATION COMMITTEES

This appendix can be revised by agreement between the Board, Senate and Classified Staff. All Committees shall have three Administrators except exempt positions.

Chancellor's Office

Exempt positions shall be evaluated by the Chancellor.

Student Services

Vice Chanc. - 3 faculty, 3 classified

Admiss. And Rec. - 2 faculty, 4 classified

Financial Aid. - 2 faculty, 4 classified

Dean of Students - 4 faculty, 2 classified

Associate Dean of Students (Temporary) - 4 faculty, 2 classified

Dean of Student Activities - 4 faculty, 2 classified

Dean of Matric. And Counseling - 4 faculty, 2 classified

Assoc. Dean Spec. Programs - 4 faculty, 2 classified

Dean of Student Services - (1 position) 3 faculty, 3 classified

Associate Dean of Admissions and Records for Noncredit - 2 faculty, 4 classified

Office of Instruction

Vice Chanc. - 5 faculty, 1 classified

Contract Ed./Community Services - 4 faculty, 2 classified

Library Services - 3 faculty, 3 classified

Dean of Vocation Education - 4 faculty, 2 classified

All other deans (10 positions) - 4 faculty, 2 classified

Office of Administration

Vice Chancellor - 3 faculty, 3 classified

Dir. Personnel - 3 faculty, 3 classified

Assoc. Dir. Cert. Emp. - 4 faculty, 2 classified

Dir. Emp Relations - 3 faculty, 3 classified

Director Operations - 3 faculty, 3 classified

Assoc. Dir. Custodial Serv. - 2 faculty, 4 classified

Campus Deans (6 positions) - 3 faculty, 3 classified

Dir. Admin. Services - 3 faculty, 3 classified

Dir. Budget - 3 faculty, 3 classified

V.C. for Research, Planning and Development - 4 faculty, 2 classified

Inst. Development - 4 faculty, 2 classified

Research and Planning - 3 faculty, 3 classified

Assoc. Dir. Info. Services (1 position) - 2 faculty, 4 classified

RIGHT TO FACULTY STATUS FOR ADMINISTRATORS

Procedure For Reassignment to Faculty Positions

In accordance with Education Code Section 87458, the San Francisco Community College District adopts the following Procedure for Administrators to become probationary faculty.

This procedure does not apply to certificated administrators hired before June 30, 1990. A tenured employee, when assigned from a faculty position to an administrative position, retains his or her status as a tenured faculty member.

Educational Administrators hired after the effective date can acquire the right to become first-year probationary faculty members as provided by Education Code Section 87458 and in accordance with this procedure. For the purposes of this procedure administrators hired into exempt positions shall not be considered educational administrators.

I. An administrator hired after June 30, 1990 who did not have faculty tenure in this district at the time of hire may be considered for reassignment to a first-year probationary faculty position at the appropriate faculty salary, provided that he or she meets all of the following:

A. Holds an administrative position that either:

1. Is an Educational Administrative position.¹

For every administrative position, the records of the district shall show whether or not the position is an educational administrative position.

OR

2. Is not an Educational administrator but who is certified by the Academic Senate in consultation with the appropriate academic or student services department as possessing qualifications in a specified discipline or disciplines equal in experience and preparation to what would be expected of a newly hired faculty member, and who thereafter is designated by the Board as an educational administrator.

Upon the recommendation of the Chancellor and the approval of the Academic Senate at the time of hire, a person who is not an educational administrator and who lacks the required departmental qualifications may be given up to one year to complete such qualifications in order to be redesignated by the Board as an educational administrator.

¹ California Education Code Section 87002

B. Has completed at least two years of satisfactory service, including any time previously served as a faculty member, in this district.

C. Is leaving the administration for any reason other than cause. In no case shall this district reassign an administrator to a faculty position if evidence exists that justifies dismissal for cause.

If the foregoing conditions are met, the District shall offer such a reassignment to the administrator in question; the reassignment will not cause the lay-off of any contract faculty member or the layoff of any part-time instructor.

II. To determine the discipline to which an administrator shall be placed, the following shall apply:

A. The administrator can be assigned only to a discipline in which he or she has at least the minimum qualifications as specified by the Education Code, Title 5, and locally determined qualifications above the state requirements. At the time of the Final Interview of the hiring process², the Academic Senate in consultation with the appropriate academic or student services department(s) shall certify disciplines for which the administrator meets all the faculty qualifications in existence in the department at the time of hire as an administrator, and shall recommend to the Board of Trustees the discipline to which the administrator should be assigned.

B. The Board of Trustees shall rely upon this judgment. A written record of the Board's decision, including the views of the Academic Senate, shall be available for review pursuant to Education Code 87358.

² See Administrative Hiring Procedures, section 9.6