

# **CITY COLLEGE OF SAN FRANCISCO**

## **FACULTY HIRING PROCEDURES**

### **I. PHILOSOPHY**

It is the philosophy of the San Francisco Community College District that hiring procedures and guidelines be established to provide for a faculty of highly qualified people who are:

- a) highly proficient (or knowledgeable) in their disciplines;
- b) skilled in serving the needs of a varied student population as teachers, counselors, librarians and in various other instructional and student services capacities;
- c) able to foster overall institutional goals; and
- d) sensitive to the diversity of the work force of the state of California, including diversity in ethnicity, culture, sexual orientation, and gender.

The faculty, represented by the Academic Senate, has an inherent professional responsibility for the development and implementation of procedures governing the hiring process in order to ensure the quality of the future faculty and to seek a faculty which is culturally balanced and representative of the state's diversity.

### **II. AFFIRMATIVE ACTION PROCEDURES**

The Affirmative Action Plan adopted by the Board of Trustees provides a process to ensure that Search Committee members as the agents of the Board are knowledgeable about and committed to Affirmative Action and Equal Opportunity Employment. It is desirable to have as broad a representation on a Search Committee as possible.

All members must be provided training and orientation in:

- a) basic hiring procedures, including writing a job analysis
- b) fair employment practices and procedures,
- c) equal opportunity and non-discrimination, and
- d) relevant sections of the collective bargaining agreement.

Training should also include the affirmative action goals and timetables for the discipline or area for which the hiring is to take place. This is necessary to assure greater success in reaching these goals. The Affirmative Action Officer shall be responsible for monitoring all proceedings related to hiring, pursuant to Title 5.

### **III. THE HIRING PROCEDURES**

#### **A. FULL-TIME FACULTY**

## **1. Position Request**

The Department/Discipline Chair<sup>1</sup> shall submit a request, accompanied by a justification, for any new or replacement positions needed to the appropriate Vice Chancellor. Notification shall be sent to those administrative personnel who have purview over the Department/Discipline.

When requests for positions are considered at the Vice Chancellor's level, three (3) faculty members appointed by the Academic Senate will attend.<sup>2</sup> Senate members appointed to this committee should rotate in order to reflect the diversity of programs. The Vice Chancellor, three (3) appropriate administrators and the Academic Senate appointed faculty will vote in which departments will receive the position(s) requested. No full-time faculty positions will be announced unless they have been agreed to by this committee.

The Vice Chancellor of Instruction or the Vice Chancellor of Student Services will inform Department Chairs of the status of their requests by May first for interviews to be conducted the following Spring, and by November first for interviews to be conducted the following Fall. If a request is granted, a Search Committee will be formed and a job announcement will be written. All screening and interviewing will take place during the academic year according to the Time Frame which follows in section I. No hiring of full-time faculty is to take place during the Summer.

## **2. Search Committee**

Each department shall develop regular, democratic procedures for forming Search Committees. Upon notification of approval of a position the Department Chair<sup>3</sup> will follow this established procedure to form a Search Committee (monitored by Academic Senate). At the first meeting of the committee, the voting members shall select their chairperson.

Until the faculties of the various campuses are fully integrated into organizational structures with elected chairs, hiring committees in the non-credit division will be formed according to the procedure already established.<sup>4</sup>

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<sup>1</sup> Until a new organizational structure is adopted in the various campuses (formerly known as Centers), a request may be generated by an combination of the following: program supervisors, program faculty, discipline committee, program administrators.

<sup>2</sup> Until the merger of the two Academic Senates is complete, there shall be an interim procedure where two (2) members from each Academic Senate will be chosen. The Committee will then be composed of four (4) faculty members, the Vice Chancellor and three (3) other administrators.

<sup>3</sup> Until the organization structure of the District is formalized, "Department Head" will be assumed to be synonymous with Discipline Chair, Program supervisor, or other appropriate faculty overseer of a program area.

<sup>4</sup> The Academic Senate, through Faculty Council Presidents and Discipline Committee chairs, shall issue a call for volunteers to serve on Search Committees. From these names, a list shall be drawn up at random by the Academic Senate Executive Council at the beginning of each academic year. When Search Committee members are needed, their names shall be taken in order from the list. Faculty members selected should be from the discipline in question and should, whenever possible, reflect the diversity of the

The Search Committee will consist of a minimum of four (4) faculty members of the department who will be tenured faculty whenever possible. The backgrounds of the members of the Search Committee should reflect the diversity, range of interests, philosophies, and programs in the department. The composition of the committee should, as far as possible, be consistent with Federal and State guidelines on race and sex. Whenever possible, members of the protected groups shall be included in the Committee, and it is recommended that the Committee reflect the diversity of the student population, the work force, and the groups named in the non-discrimination statement.

No Search Committee shall consist of all men or all women or be all of the same ethnicity. At least 40% of the committee shall be members of the under-represented groups identified in the District's Affirmative Action Plan (Alaskan/Native American, Asian/Pacific Islander, Black, Chicano/Hispanic, Women). The Department Chair can ask faculty members from related departments or other colleges, part timers, administrators, counselors, or person from industry to serve on the Search Committee in order to satisfy this requirement. When an individual serves on a Search Committee outside his or her own department, that individual may not serve on any other Search Committee outside his or her department for a period of two (2) years.

In the case of small departments, members of the Search Committee may be selected from related departments. Both the Chair of the related department and the individual faculty member(s) selected must agree to this selection. Only faculty not currently applying for position may be considered for committee membership.

### **3. Development of the Job Announcement**

The Appropriate Vice Chancellor or designee and the Affirmative Action Officer or designee will hold a general orientation meeting with the Search Committees to discuss the hiring procedures and the aims, goals and legal responsibilities will have been forwarded to the Chairperson of the committee before this meeting.

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 and shall include both an understanding of and sensitivity to the diverse academic, socio-economic, cultural, disabled, sexual orientation, and ethnic backgrounds of California Community College students. 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.

The job announcement will inform the candidates that if they are in the top-ranked group of candidates, their references and, current and former employers will be checked. Salary information will be supplied by the appropriate Vice Chancellor or designee. The job

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District, as noted above. All non-credit faculty members who service on Search Committees will receive release time, in accordance with past practice.\*

announcement will be reviewed and certified by the Affirmative Action Officer to ensure conformity with affirmative action and nondiscrimination commitments prior to being posted.

Any changes to me made in the job announcement must be approved by the Search Committee.

The Personnel Department will be responsible for conducting publicity in compliance with existing legal regulations and practices. The job announcement must be widely advertised at least 45 days prior to the close of applications. Appropriate publications, including the college newsletter(s) and those recommended by the department, shall be utilized. Advertisements should be placed in relevant major newspapers, professional journals and regular issues of major community and ethnic newspapers. Departments are encouraged to recruit candidates and will receive copies of the job announcement for distribution. The Personnel Office will provide a toll-free telephone number containing all relevant information pertaining to job openings.

The collective bargaining agent will be notified of all approved positions.

All reasonable efforts shall be made by the Affirmative Action Office and the administration to recruit a diverse pool of applicants to satisfy the District's Affirmative Action requirements. The Board of Trustees must ensure that salaries, fringe benefits and working conditions are competitive to attract the pool of applicants.\*

The approval of open positions and initiation of the hiring process should take place early enough in the academic year for effective recruitment and for the undertaking of all procedures in thorough, thoughtful and timely manner. "Timely" means that the hiring process should take place between the beginning of Fall semester when all parties can be notified.

The application deadline and the candidate interview portions of the hiring process shall not take place between the end of the Spring semester and the beginning of Fall semester, nor during vacation breaks, except for emergencies where agreed upon by the representatives of the department.

#### **4. Receipt of Applications**

All applications, supporting papers, and letters will be sent to the Personnel Office. 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. The files of applicants who meet

minimum qualifications and applicants whose claims of equivalence have been approved will be forwarded to the Search Committee.

## **5. The Equivalency Committee**

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.

To ensure memory of past practices, only one (1) member of the initial committee will be appointed for a three-year term. A second member will be chosen for a two-year term, and a third member will be chosen for a one-year term. The Senate appointments should ensure a diversity of opinions. Appointments should rotate to ensure, over time, representations of all segments of the college community.

When a determination of equivalence with reference to a particular job is made, two (2) members of the department/discipline which is doing the hiring and an invited administrator will meet with the three-person standing committee to review the claims of equivalence. ~~The two (2) faculty members shall not also be on the Search Committee.~~ The five (5) faculty members shall form the voting body of the committee. The Affirmative Action Officer, or an appropriate designee, may also sit as a nonvoting member of this committee.

## **6. Preliminary Screening**

The Search Committee will select those applicants to be interviewed who best meet the qualifications listed in the job announcement. It is recommended that whenever possible, the committee interview a minimum of six (6) applicants or twice the number of openings (whichever is larger). Interviews will be scheduled by the Chair of the Search Committee.

Applicants not selected will be notified promptly in writing by the Personnel Office in consultation with the Search Committee. Such letters must be sent by the Personnel Office within ten (10) school days after notification by the committees.

The names of the applicants not selected, and the reasons for their non-selection, will be assembled in compliance with Federal and State regulations and submitted with all personnel data to the Personnel Office after the screening process is completed. The Personnel Office will keep these records for five (5) years.

## **7. The Interview**

The Chairperson of the Search Committee will arrange for the interviews according to a predetermined departmental procedure.

The candidates who are to be interviewed shall be given a copy of the procedure. This procedure may include inviting faculty, students, or administrators to attend the interviews in a nonvoting capacity. Teaching demonstrations, or other appropriate demonstrations for counselors and librarians, may also be required by the procedure.

Within a particular Search Committee, the interviewers must agree upon and use the same criteria for evaluation. All candidates shall be subject to the same procedures and questions, but follow-up questions are allowed. It is the committee's responsibility to abide by the instructions of Assembly Bill 1725, fair employment practices and procedures, equal opportunity and non-discrimination, and relevant sections of the collective bargaining agreement.

## **8. Ranking of Candidates**

The Search Committee will rank all candidates interviewed. The ranking will be in accord with the contract between the District and Local 2121 of the American Federations of Teachers, particularly Article 12.\* To vote and participate in final deliberations, a Search Committee member must have been present at all interviews of the candidates. Reference checks will be conducted by members of the Search Committee on the top three or four ranked candidates. After these checks have been made, the committee may vote to rank the top candidates again.

Once the top ranked candidate(s) have been selected by the Search Committee, the Committee will meet with the Chancellor to discuss its choice. It is the responsibility of the Search Committee to ensure that the Chancellor is fully informed about how and why a particular individual(s) was selected over all the other applicants. A written record of the reasons for selection will be kept by the Personnel Office.

The Committee may forward one (1) to three (3) unranked names for consideration by the Chancellor.\* If one name is forwarded, the candidate will be offered the position with the understanding that the Board must act on the appointment. If the candidate does not accept the position within five (5) working days, the Committee may select the next ranked candidate or may choose not to hire. With every rejection of a job offer by a candidate, the committee may select the next ranked candidate or choose not to hire.

In the unlikely event that the Board of Trustees does not act on the candidates who name was placed on the agenda, the Chancellor will provide the Search Committee, in writing, specific reasons for the Board's rejection of the candidate. The Search Committee will then meet with the Chancellor for clarification and either resubmit the same name, recommend another candidate, or decide not to hire.

If the Committee forwards more than one name for the Chancellor's consideration, the Chancellor shall recommend a name for Board of Trustees consideration or may decline to advance a name.\*

## **9. Time Frame**

For hiring for faculty positions to start in a particular year (x), the following must be done by May 1 of the previous year (x-1). In the following example, year x is arbitrarily set at 2001.

### **May 1, year x-1 (2000)**

Decisions made about faculty positions open for hiring in Fall of year x (2001)

### **October 1, year x-1 (2000):**

Job announcements fully completed, ready for national publications etc. All information relative to faculty openings and deadlines available on a toll-free number listed on all job announcements.

### **January 15, year x (2001):**

Applications close, but individual departments may close applications later. In all cases, there must be a definite closing date. If any departments need to extend the deadline, this information must be available on the toll-free number listed on the job announcement; and a statement that the deadline may, in some cases be extended, must also be listed on the job announcement.

### **March 1, year x (2001):**

Start of interview period. Individual departments may start interviews later.

### **April Board Agenda, year x (2001):**

Candidates listed.

### **May Board Agenda, year x (2001):**

Candidates listed for departments following a later schedule.

In general, hiring should be done for the candidate to start at the beginning of the academic year. The following timeline would be used for the exceptional case of hiring to start in Spring semester: Hiring for Spring year y +1 (2002):

November 1, year y -1 (2000) replaces May 1, year x-1

April 1, year y (2001) replaces October 1, year x-1

September 1, year y (2001) replaces March 1, year x

October agenda, year y (2001) replaces April agenda, year x

November agenda, year y (2001) replaces May agenda, year x

## **B. HIRING PROCEDURES FOR PART-TIME FACULTY**

### **1. PART-TIME HIRING STANDARDS**

All faculty hired for part-time positions in a department will be subject to the same standards required of full-time faculty in that department.

### **2. PART-TIME HIRING PROCEDURE**

#### **a. Continuing Part-Time Faculty**

The hiring of continuing part-time faculty is the responsibility of the Department Chair, subject to the provisions of the contract between the College and the American Federation of Teachers, Local 2121.\*

#### **b. New Part-Time Faculty**

The Department Chair decides if new part-time faculty are needed in the department. The Chair then checks with the Dean to ensure that the provisions of AB 1725 concerning the ratio of full-time to part-time faculty are being observed.

The hiring procedures are the same as those for a full-time position from the point in the full-time procedure where the Search Committee is formed to the point where the candidates are ranked. It will then be the duty of the Search Committee to select the number of individuals, in order of their ranking, that the Committee wishes to place in the Department's part-time hiring pool.

When a position is open, the Department Chair must offer positions to individuals in the pool in order of their ranking. Except in the special cases described below, a new pool cannot be started until all the individuals in the old pool have been offered positions, or will be offered positions, or three years have elapsed, whichever comes first. Once applicants are hired for a part-time position, their names are removed from the pool. The listing will be maintained by the Personnel Office and the Department.

### **3. Special Cases**

When a Department needs an individual to fill a position but there is no one in the pool who is qualified to fill that position and insufficient time to go through the above procedure, the Department Chair can do the hiring individually or with a small committee. Individuals hired this way must go through the standard hiring procedure for part-time hiring when a part-time Search Committee is formed.

When no individual in an existing pool is qualified for a unique position in the department and there is time to start a new pool, then a new pool which will replace the old pool can be started.

Individuals in the old pool are automatically in the new pool. New individuals in this pool, except for the individual qualified for the unique position, will be ranked below individuals in the previous pool.

These procedures are considered special, and are to be used only when absolutely necessary.

#### **IV. EQUIVALENCY PROCEDURES**

##### **A. GENERAL STATEMENT**

The purpose of the equivalency process is to assure that the hiring procedures are open to applicants who can provide evidence that they have education and experience at least as good as what is required by the minimum qualifications defined by state law and by required by the minimum qualifications defined by state law and by approved local qualifications. Such applicants deserve careful consideration even if their degrees have different names or if y they acquired their qualifications by a route other than a conventional one.

##### **B. THE WORK OF THE EQUIVALENCY COMMITTEE**

It will be the duty of the Equivalency Committee to consider applicants on a case by case basis to determine if those applicants do indeed have qualifications that are equivalent to those stated on the job announcement. The committee will keep accurate records of its deliberations and decisions and ensure uniformity within and between all cases.

The person who claims to have equivalent qualifications will have to provide evidence as clear and reliable as college transcripts and work experience being submitted by the other candidates, that he or she has qualifications that are at least equivalent to what is required by the minimum qualifications. Specifically, the one making the claim must provide evidence 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 general educations required for that degree, and
  - b. the major or specialized courses required for that degree

An applicant who does not provide sufficient evidence, in the judgment of the committee, in regard to either a) or b) does not possess the equivalent of the degree in question.

2. For establishing the equivalent of required experience, possession of thorough and broad skill and knowledge for each of the following criteria:

- a. Mastery of the skills of the vocation sufficient to serve as a basis for teaching the other courses within the discipline.
- b. Extensive knowledge of the working environment of the vocation.

An applicant who does not provide sufficient evidence, in the judgment of the committee, in regard to either a) or b) does not possess the equivalent of the experience in question.

### **C. EVIDENCE**

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

1. A transcript(s) showing that appropriate courses were successfully completed at an accredited college or appropriate foreign institution.
2. Publications that show a command of the major in question, the general education, the general education of the candidate, or his or her writing skills.
3. Other work products that show a command of the major in questions, the general education of the candidate, or his or her writing skills.
4. Work experience.
5. Life experience leading to expertise in a specific academic discipline.

It shall be the responsibility of the applicant to supply all documentation needed to evaluate equivalency.

### **D. REPORT OF THE EQUIVALENCY COMMITTEE**

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

1. The applicant meets the minimum qualifications through equivalency; OR
2. The applicant does not meet the minimum qualifications through equivalency.

### **E. REVIEW**

It is recommended that at the end of each year or at least at the end of every two years all individuals who served on equivalency committees meet to discuss the process. The aim should be to gain uniformity from year to year and from applicant to applicant. It is assumed that the equivalency procedures detailed in this document will be updated to reflect the knowledge gained from the work of these committees.

