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March 27, 2024

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RE: Summary of Hiring Practices

This report provides an overview of the current hiring practices for California State University (CSU) positions. It compares the hiring practices at the CSU to the hiring practices at the University of California (UC) and the California Community Colleges (CCC) for similar positions.

This report complies with Section 89291 of the Education Code, which provides that the Office of the Chancellor of the CSU shall prepare a systemwide report that includes a summary of current hiring practices for all CSU positions, including executive, management, faculty and non-faculty support staff positions.

Should you have any questions about this report, please contact Nathan Dietrich, Assistant Vice Chancellor, Advocacy and State Relations at (916) 445-5983.

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CSU Report: Summary of Hiring Practices

March 27, 2024

Page 2

Sincerely,



Steven Relyea (Mar 27, 2024 10:53 PDT)

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

SR:dr

Full report posted to <https://www.calstate.edu/impact-of-the-csu/government/Advocacy-and-State-Relations/Pages/legislative-reports.aspx>

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California State University Report: Summary of Hiring Practices

Authority

Pursuant to Education Code Section 89291, enclosed is California State University's (CSU) systemwide report which summarizes current hiring practices for CSU positions, categorized in employee groups. This report also summarizes and compares the practices for hiring individuals in similar employee groups at the University of California (UC) and the California Community Colleges (CCC).

Introduction

As California's public postsecondary systems of higher education, the CSU, UC, and CCC are committed to teaching students throughout the state of California and producing graduates with the knowledge and critical thinking skills necessary for the advanced jobs of tomorrow. As equal employment opportunity (EEO) employers, the colleges and universities in these three systems share common hiring principles and values that are evidenced in their practices. As required by the above-referenced legislation, the CSU has reviewed the recruitment and hiring policies, procedures and guidelines produced by the CSU's and UC's headquarter/systemwide offices. Since the CCCs have a decentralized structure (each district is responsible for its own recruitment and hiring guidelines), the CSU selected and reviewed three California community college districts (Ohlone, Hartnell, and Los Rios, see pages 8-11) identified by the CCC Chancellor's Office as having noteworthy best practices in EEO and diversity¹.

The lasting economic impact caused by the global pandemic, rapid inflation, budgetary restrictions by the State of California, declining enrollment within the CSU and higher education in general continue to impact the breadth and depth of hiring within the CSU.

Background

The California State University (CSU)

The CSU is the nation's largest four-year public university system with 23 campuses and seven off-campus centers. The CSU educates approximately 460,000 students and employs over 56,000 faculty and staff². The CSU is authorized to grant baccalaureate and master's degrees, as well as teaching credentials and several doctoral graduate degrees in Education (EdD), Audiology (AuD), Nursing Practice (DNP), and Physical Therapy (DpT). The CSU is committed to the recruitment and hiring of a diverse workforce that makes contributions to equity and inclusion in the pursuit of excellence for all members of the CSU community. The CSU is governed by a Board of Trustees that appoints the chief executive officer of the system (chancellor), Chancellor's Office executive officers (executive vice chancellors/vice chancellors), as well as the presidents of each individual campuses.

¹ [2022 Equal Employment Opportunity \(EEO\)/Diversity Best Practices Handbook \(cccco.edu\)](https://www.cccco.edu/2022/02/2022-Equal-Employment-Opportunity-(EEO)/Diversity-Best-Practices-Handbook)

² <https://www.calstate.edu/csu-system/about-the-csu/facts-about-the-csu/Documents/facts2023.pdf>

The University of California (UC)

The UC is California's system of public research universities. It educates more than 290,000 students and employs more than 240,000 employees across its 10 campuses, six academic health centers, and three affiliated national laboratories³. The UC system is constitutionally separate from the legislature and is governed by an appointed Board of Regents that selects the chief executive officer of the system (president) and the chief executive officers of each UC campus (chancellor).

The California Community Colleges (CCC)

The CCC is the largest system of higher education in the nation, with 1.9 million students attending 116 colleges organized into 73 districts.⁴ Its community colleges offer associate degrees, transfer education, and workforce development programs. The statewide CCC system is governed by a Board of Governors that oversees the colleges and selects the chancellor for the system. Each of the 73 community college districts in the state also has a locally-elected board of trustees that is charged with policy leadership for the district and selects a district chief executive officer (CEO) (also known as a superintendent/president or chancellor), who provides leadership over individual college campuses.

Title 5 of the California Code of Regulations governs the recruitment of vacancies in the California Community Colleges. With the framework provided by Section 53021⁵ in Title 5, each district creates its own policies and administrative regulations, which includes the recruitment and appointment of staff, faculty, management, and executive employees (each employee group is described below).

Employee Groups

The three systems of higher education utilize different criteria to name their employee groups. For consistency, this report organizes the employee groups into the following four categories:

Faculty: this employee group includes tenure-track instructional faculty, librarians, and counselors (probationary and tenured), as well as temporary instructional faculty (referred to as "lecturers" in the CSU), and temporary coaches, counselors and librarians.

Staff: this employee group includes non-faculty, professional and support staff. Employees may be represented under a collective bargaining agreement.

Management: this employee group includes employees with management or supervisory responsibilities. This group is classified as Management Personnel Plan (MPP) employees at the CSU. At the UC, this group is identified as Management and Senior Professionals (MSP). At Community Colleges, they are referred to as Administrators (educational or classified).

Executive: this employee group is known as the Executive Management classification and includes the chancellor, presidents, vice chancellors, and general counsel at the CSU. At the UC, this employee group is referred to as the Senior Management Group (SMG) and consists of the senior

³ <https://ucop.edu/institutional-research-academic-planning/files/uc-facts-at-a-glance.pdf>

⁴ <https://www.cccco.edu/About-Us/Key-Facts>

⁵ [CCR Title 5, Section 53021](#)

leadership of the campuses and the systemwide administration, including chancellors, provosts, vice provosts and the president. At the CCC, this group includes the chancellor, superintendent/presidents or chancellor of individual colleges, vice chancellors, and vice presidents.

Shared Principles and Comparing Hiring Practices

The CSU, UC, and CCC are EEO employers. “Equal employment opportunity” is defined as ensuring that all qualified individuals have a full and fair opportunity to compete for hiring and promotional opportunities, as well as to enjoy the benefits of employment with the respective employer. As such, these three postsecondary systems of higher education have expressed an ongoing commitment to the principles of equal employment opportunity that conform to federal and state laws. Each institution promotes hiring practices that maintain the confidentiality of its applicants, are nondiscriminatory, and advance diversity efforts.

Common hiring practices among the three postsecondary systems of higher education include: advertising job vacancies through a broad range of sources in order to obtain larger, more diverse, and competitive candidate pools, posting salary ranges for job vacancies, screening criteria based on clearly articulated minimum and preferred requirements and experience in job announcements, and fair and consistent interviewing practices. All three systems also conduct reference checks for final candidates, require disclosure of any findings of sexual harassment within the last 7 years of employment, and place an emphasis on confidentiality in the search process.

The CSU, UC, and CCC each execute these shared EEO principles differently. For example, the three systems differ in the composition of their search committees. The composition of the search committees also varies depending on the type of position being filled. In general, a training or orientation meeting which covers diversity issues such as implicit bias, confidentiality, anti-discrimination, and equity is recommended for all search committee members prior to the screening of applicants. In many instances at the CSU, Equity Officers are assigned to oversee the search process.

Many components of faculty hiring are comparable across all three systems. Key areas include the following:

Advertising and outreach

Campuses of the UC engage in national recruitment and outreach for tenure-track positions. They advertise open positions in ways that highlight support of diverse communities, and monitor recruitment efforts. Like the UC, CSU campuses also recruit nationally, engage in outreach to underrepresented communities, and monitor recruitment outcomes; position announcements include statements highlighting the campus’s commitment to diversity and inclusion. Community college campuses do not necessarily recruit nationally, but they do make efforts to advertise widely and, in particular, take steps to ensure members of underrepresented groups are aware of vacancies.

Training for search committees and others involved in recruitments

All three systems have invested in training to reduce implicit bias and to apply effective recruitment strategies aligned with human resources best practices. Each CSU campus has developed training approaches based on campus culture and needs, additionally the Chancellor’s Office makes online training available to all campuses and supports the dissemination of successful training models for those campuses in need of additional support.

Search process

The UC's systemwide web-based academic personnel recruitment system, UC Recruit, facilitates data collection about the diversity of candidate pools and finalists. Campuses use multiple strategies including requiring "contributions to diversity" statements from candidates and having "equity advisors" on each search committee. In 2022, CSU finalized the implementation of its systemwide online recruiting platform, CHRS Recruiting. CHRS Recruiting allows process standardization, improved data collection and analysis of applicant pools, and alerts search committees to candidates who have participated in CSU "pipeline" programs. Such programs, outlined below, seek to develop future faculty with the appropriate skills to work effectively with the CSU's diverse student bodies. The CSU is collaborating with the UC to share information regarding promising practices for data collection and analysis. CSU campuses not only ask for statements regarding contributions to student success, diversity, and inclusion, but are increasingly educating search committees on how to evaluate and screen candidates on these criteria. Several campuses have recently revised their search processes with the goal of reducing/eliminating bias as well as creating a more welcoming and inviting experience for candidates.

Building the faculty pipeline

The UC's President's Postdoctoral Fellowship Program (PPFP) offers postdoctoral fellowships, professional development, and mentoring to scholars whose research, teaching, and service will contribute to diversity and equal opportunity in the UC. Both salary and start-up incentives are available to campuses that hire PFPF participants. The CSU offers the California Pre-Doctoral Program to encourage CSU students from disadvantaged and low-income backgrounds to continue to the doctorate level. In addition, the Chancellor's Doctoral Incentive Program (CDIP) provides professional development, mentoring, small grants, and forgivable loans to promising doctoral students with the skills and motivation to teach CSU's diverse student population. A majority of CDIP fellows identify as coming from historically underrepresented groups, and most identify as women. Additionally, the CSU developed a collaborative grant funded research project with the goal of developing, implementing, studying, evaluating, disseminating, and scaling an Alliances for Graduate Education and the Professoriate (AGEP) Alliance Model with the primary outcomes to improve faculty retention, promotion and tenure for the early-career faculty in Science, Technology, Engineering and Mathematics (STEM) disciplines at CSU campuses.

Summary of Hiring Practices

This final section contains a brief summary of each system's hiring practices.

CSU

Executive Hiring

Under the Rules Governing the Board of Trustees of the California State University,⁶ the Board of Trustees of the CSU is responsible for the search and selection of the chancellor. The process for the selection of the current chancellor included two distinct, but collaborative committees that include a cross-section of stakeholders within the CSU. The eight-member implementation committee was charged with guiding the process for the selection of the chancellor. The 12-member assessment committee served as a critical advisory resource to the implementation committee. The assessment committee was charged with conducting an initial review of all

⁶ <https://calstate.policystat.com/policy/7197624/latest/>

candidates and making appropriate recommendations to the implementation committee. The implementation committee, after broad stakeholder consultation via listening sessions, open forums, and its work with the assessment committee, identified the desired attributes and experiences of the chancellor, approved the final leadership profile, evaluated the prospective candidates, and advanced candidates to the full board for consideration.

The Rules Governing the Board of Trustees of the California State University specify that the Board of Trustees, upon recommendation by the chancellor, appoints the vice chancellors. The chancellor of the CSU is responsible for the search and selection process of vice chancellors and the general counsel to offer a recommendation to the Board. First, a search advisory committee is formed and includes representation from the trustees, presidents, chancellor's council, faculty, staff, students, and alumni. Representatives from other stakeholder groups relevant to the vice chancellor position may also be appointed to serve on the advisory committee. The advisory committee meets initially to discuss the needs of the CSU as it relates to the vice chancellor position and desired attributes and experiences of the incumbent. The advisory committee also solicits and receives input from various stakeholder groups across the CSU. An executive search firm may be used during the search process; however, the search advisory committee approves the leadership profile, reviews and interviews candidates, and identifies finalists to be interviewed by Chancellor's Council. The search firm and/or CSU conducts background and reference checks of the final candidates. The chancellor recommends one final candidate for appointment by the Board of Trustees.

Under the Board of Trustees Policy for the Selection of Presidents,⁷ a Trustees Committee for the Selection of the President (TCSP) is created when a campus has an impending vacancy. The TCSP is comprised of the chair of the Board of Trustees, four trustees, and the chancellor. While the TCSP is responsible for making the final decisions, including the advancement of candidates to the Board of Trustees, the process includes campus representatives. An advisory group to the TCSP, known as the Advisory Committee to the Trustees Committee for the Selection of the President (ACTCSP), provides advice and consultation regarding the position and campus descriptions and any advertisement of the position. The ACTCSP is composed of the chair of the academic senate on the campus, two faculty representatives selected by the campus faculty, one member of the campus support staff selected by the staff, two students selected by the duly constituted representatives of the campus student body, one member of the campus advisory board selected by that board, one alumnus/alumna of the campus selected by the campus alumni association, one vice president or academic dean for the campus, and the president of another CSU campus selected by the chancellor. The chair of the board or the chancellor may appoint up to two additional members to the ACTCSP. Both the TCSP and ACTCSP function as one unified presidential search committee in the search process. An executive search firm may be used during the selection process; however, the TCSP determines the attributes desired for the successful candidate, approves the final campus and job descriptions, posts advertising copies, reviews, and interviews candidates, and conducts background and reference checks of the final candidate who is advanced to the Board of Trustees for appointment.

Staff and Management Hiring

The search process for staff and management positions usually consists of five phases: pre-recruitment (creation of the position announcement, formation of the search committee); recruitment (application submissions); screening; interviews; and selection and offer of employment. Recommendations for campuses are provided under each phase, and each individual

⁷ <https://www2.calstate.edu/csu-system/about-the-csu/leadership/presidents/Documents/csu-bot-presidential-selection-policy.pdf>

campus is expected to adapt the guidelines to their own needs and develop internal policies and practices for staff and management searches.

During the pre-recruitment phase, a position announcement outlining the duties and requirements of the position is posted. The position announcement includes the classification title, skill level, description of job duties, desirable experience, minimum and preferred qualifications (when applicable), salary range for the classification or sub-range applicable to the skill level (where applicable), as well as desired specialized skills.

A selection committee is identified, and the members are given an orientation to understand the policies on recruitment, particularly as they relate to anti-discrimination and equity. The selection committee members are responsible for the initial recruitment, candidate screening, and identification of a group of finalists for the recruitment. Efforts are made to ensure that the search committee composition invites diverse perspectives and equitably represents the campus community.

The process involves screening applicants based on the stated qualifications indicated in the position announcement. The most qualified applicants meeting the minimum and preferred qualifications are interviewed. Campus visits by candidates are encouraged in order to meet members of the department/unit and to allow the campus to highlight the benefits of working for the CSU.

Faculty Hiring

Faculty hiring processes are determined by CSU policies and guidelines, campus-specific policies, and provisions of the collective bargaining agreement (CBA) between the California Faculty Association (CFA),⁸ the exclusive representative of faculty members in the CSU, and the CSU. The CSU's faculty recruitment process is similar to the process outlined above for staff and management positions. The following describes features specific to faculty hiring.

The CBA between CFA and the CSU governs faculty appointments including but not limited to posting of positions requirements for peer review committees. Consistent with the CBA as well as CSU guidelines, campuses conduct national searches for tenure-track faculty positions, and advertise widely in major higher education venues, such as The Chronicle of Higher Education, as well as in discipline specific and identity specific venues that are likely to reach diverse and highly qualified candidates. Campus protocols require approved recruitment plans, which may also include additional outreach efforts via faculty personal and professional networks. The Chancellor's Doctoral Incentive Program (CDIP), which provides forgivable loans to outstanding doctoral students who have the skills and motivation to teach the diverse students of the CSU, publishes an annual directory of doctoral recipients, and campuses are encouraged to "mine" this resource for potential candidates. (The program also offers subsidies to campuses to defray interview costs when CDIP participants are interviewed.)

While search committees in academic departments are responsible for the creation of the position announcements, campus and systemwide policy and best practices also drive content regarding the campus commitment to equal opportunity and inclusion. Position announcements are carefully reviewed to ensure they convey a strong commitment to diversity. Many campuses ask candidates to provide statements describing their experience working in a highly diverse environment, their

⁸ <https://www2.calstate.edu/csu-system/faculty-staff/labor-and-employee-relations/Pages/unit3-cfa.aspx>

approach and commitment to the success of all students, and specifically their success in supporting students from underrepresented or disadvantaged backgrounds.

Campuses provide training to all search committees, which involves discussing search protocols and equal employment opportunity practices, providing content related to reducing explicit and implicit bias, and reviewing best practices for carrying out equitable and successful searches. Campuses also utilize an online training module provided by the Chancellor's Office.

While the CBA requires an elected search committee, CSU guidelines strongly encourage departments to ensure search committees are diverse. In addition, campuses are increasingly including diversity advocates to participate on search committees. The screening process involves committees evaluating candidates against the established criteria outlined in the position announcement – which may include the candidates' commitment to inclusion, equity, and diversity and commitment to supporting students from historically marginalized groups.

The CSU's guidelines also emphasize the importance of interviews and campus visits in recruiting outstanding candidates and in ensuring those candidates understand the benefits of a career in the CSU.

The process for hiring lecturers differs from the tenure-track recruitment process in several important ways. First, most lecturer recruitments are for part-time, contingent positions, and national searches are therefore not required. (Typically, national searches are only used when recruiting for a full-time appointment with a defined area of specialization and these usually involve tenure.) Second, while experienced CSU lecturers are prioritized in the order of assignment of classes, they are not guaranteed reemployment. (The CBA provides substantial job security for lecturers with six or more years of experience in an academic department.) Third, in contrast to the lengthy recruitment cycle involved in tenure-track hiring, new part-time lecturers are often hired from an existing candidate pool; they can therefore be appointed within a few weeks or even days before the start of an academic term (based on exigent circumstances such as a need to add class sections to meet student demand or unexpected vacancies). Departments will often advertise to attract candidates for lecturer pools in subject areas where the department expects vacancies to occur. Recruitment for the "lecturer pools" is typically focused on the regional area around the campus and will often involve outreach to other universities and community colleges. CSU Systemwide Human Resources sponsors ongoing regular meetings that include discussions on best practices in faculty and staff recruitment. The themes of these discussions vary and have included successful recruitment strategies, specifically around equity, diversity and inclusion, marketing venues, and increasing the diversity in candidate pools.

UC

Staff, Management, and Executive Hiring

The UC Office of the President's (UCOP) Policy on Recruitment and Promotion⁹ contains recruitment requirements and applies to positions in the staff, management, and executive employee groups. The UC requires a competitive recruitment for its vacant positions unless an exception permits. A "competitive recruitment" is defined by the UC as activities related to seeking a broad and diverse pool of candidates to fill the vacant positions. Activities may include advertising a position, communicating with applicants, conducting interviews and assessments, performing reference checks, and extending offers of employment. The competitive recruitment process includes the following steps: authorization to recruit, an updated position description,

⁹ <https://policy.ucop.edu/doc/4010393/PPSM-20>

advertising to attract a broad and diverse pool of qualified applicants, assessment of candidates against the minimum and preferred qualifications set out in the position description, and the selection and appointment of a candidate.

Faculty Hiring

In the University of California, tenure-track faculty are not unionized. Academic personnel policy is governed by the Academic Personnel Manual (APM).¹⁰ The APM includes provisions for recruitments and appointment. Non-tenure-track faculty (“non-senate faculty”) are unionized, and therefore are subject to provisions of collective bargaining as well as the APM. Within these frameworks, the ten individual UC campuses have each developed their own recruitment practices.

UCOP’s Office of Academic Personnel and Programs also provides resources supporting faculty diversity. These include the following publications: Guidelines for Addressing Race and Gender Equity in Academic Programs in Compliance with Proposition 209, Affirmative Action Guidelines for Recruitment and Retention of Faculty, Evaluating Contributions to Diversity for Faculty Appointment and Promotion, as well as documents that spell out responsibilities of search committees, chairs, and deans.

CCC

Executive Hiring

The general search process for a district superintendent/president or chancellor consists of the following steps: assessment of the community college district and the type of leadership needed; decision regarding whether or not a consultant is needed; establishment of a search committee consisting of key college personnel and community members who will screen applicants, interview applicants, and forward names to the board for further consideration; and the board’s final selection.

Faculty Hiring

Statewide efforts to promote equal employment opportunity (EEO) for faculty include provision of training, increased efforts to collect statewide faculty demographic and diversity data from local districts, creation of an EEO resource archive, and establishment of a statewide EEO and diversity advisory committee. Among other commitments, the CCC has developed systemwide support by embedding Diversity, Equity, Inclusion, and Accessibility (DEIA) competencies and criteria into employee evaluations and tenure review processes, as well as re-evaluating and embedding DEIA in district EEO plans.¹¹

Hiring at Community Colleges

CCC hiring practices may vary from one district to another. As stated in the introduction, the CSU selected and reviewed three California community college districts identified by the CCC Chancellor’s Office as having noteworthy best practices in EEO and diversity. Listed below are practices outlined for three of the 73 community college districts:

Ohlone Community College District

The recruitment process for staff, management, and executive positions (with the exception of the Superintendent/President recruitment) at Ohlone Community College District is outlined under the

¹⁰ <https://www.ucop.edu/academic-personnel-programs/academic-personnel-policy/>

¹¹ <https://www.cccco.edu/About-Us/Vision-for-Success/diversity-equity-inclusion>

district's Recruitment and Hiring Guidelines.¹² The recruitment process among these employee groups is similar, with the exception of the makeup of the screening committee. For all vacancies, the process consists of an approval process, the screening committee chair selection, and an orientation meeting for selected committee members. The orientation meeting with the committee members is held covering the following main components: discussion of the ideal candidate; vision for the position; refresher on EEO Principles; confidentiality commitment and signing of the commitment to confidentiality form; discussion of logistics and timeline; creation of screening device based on the job description and job announcement; and development of the initial interview questions. Following the orientation, committee members may begin screening applicants, identify candidates for interview, conduct initial interviews and assessments (if applicable), conduct initial interviews, conduct final interviews, and select a final candidate.

The hiring process for vice presidents at Ohlone Community College District usually consists of a screening committee with the following members: one vice president appointed by the superintendent/president; three administrators, at least 2 being from the area to be hired in, appointed by the superintendent/president; two full-time faculty members (appointed in consultation with the faculty senate); two classified/staff employees; one student (optional); and one EEO representative. The final interview panel for a vice president position is made up of the superintendent/president, a vice president of the division/department, and the committee chair is also invited to participate as a silent observer. The final decision to hire is made by the president/superintendent as delegated by the Board of Trustees. All new hires are subject to the approval of the Board of Trustees.

The makeup of the screening committee for academic or classified deans usually consists of the following members: one vice president to be appointed by the superintendent/president, two administrators (at least one from the area in which the vacancy exists), to be made in consultation with the superintendent/president; two full-time faculty members (appointed in consultation with the faculty senate); two classified employees (one of which is union represented); one student (optional) and one EEO representative. The final interview panel for an academic or classified dean position is made up of the superintendent/president, vice president of the division/department (unless they served on the screening committee), and the committee chair is also invited to participate.

The makeup of the screening committee for academic or classified administrators hiring at Ohlone Community College District usually consists of the following members: two administrators (at least one from the area), to be appointed in consultation with the president/superintendent; two faculty members, (appointed in consultation with the faculty senate); one classified confidential employee; one classified union represented employee; and one EEO representative. The final interview panel for an academic or classified administrator position is made up of the superintendent/president, vice president of the division/department (unless they served on the screening committee), and the committee chair is also invited to participate.

The makeup of the screening committee for full-time faculty usually consists of the following members: one academic administrator, typically the dean in the division that the faculty member will serve in; two full-time faculty members from the discipline, or a related discipline (appointed in consultation with the Faculty Senate); two full-time faculty members outside of the discipline of

12

https://www.ohlone.edu/sites/default/files/groups/Human_Resources_and_Training/forms/recruitment_hiring_guidelines_-_final_6.13.22.pdf

hire (appointed in consultation with the Faculty Senate); one Classified employee (if the position involves direct and ongoing work with Classified staff); one student to be appointed by ASOC (optional); one EEO representative. The final interview panel for a full-time faculty position is made up of the superintendent/president, Vice President of Academic Affairs/Deputy Superintendent, dean of the division (unless they served on the screening committee), the committee chair is also invited to participate.

The makeup of the screening committee for classified employees usually consists of the following members: one or two academic or classified administrator (depends on various factors, including the type of position being recruited and cross-functional duties of the position being filled), one classified confidential employee or an academic/classified manager, one classified employee within the department/division where the hiring is taking place, and one classified employee from outside of the area where the vacancy is taking place, one full-time faculty member to be appointed in consultation with the Faculty Senate (optional), one student to be appointed by ASOC (optional), one EEO Representative. The final interview panel for classified employees is made up of the hiring manager of the position (if the hiring manager is not an active participant on the screening committee), academic or classified manager or a confidential employee who is familiar with the position, and the committee chair is also invited to participate.

The recruitment of Part-Time Faculty includes the review of continuous part-time faculty applicant pools and existing adjunct faculty applicant pools. Division Deans and appropriate discipline faculty review materials submitted to determine eligibility before hiring in accordance with established administrative procedures.

The final decision to hire any employee is made by the president/superintendent as delegated by the Board of Trustees. All new hires are subject to the approval of the Board of Trustees.

Hartnell Community College District

The Hartnell Community College District has a Recruitment and Hiring Policy (AP 7120)¹³ which addresses the following topics: recruitment methods, open requirements, limited in-house/promotional exceptions, recruitment periods, advertisement and outreach, job announcements, application requirements, minimum qualifications screening review of applicants, screening and interview committee, obligations of screening and interview committee members, conformance with EEO principles, and selection processes. The selection process varies based on the type of positions recruited.

The hiring process for full-time faculty at Hartnell Community College District consists of a screening committee with the following members: the department administrator (serves as committee chair), three faculty members (two in the discipline being hired or closely related discipline, one outside of discipline), one student representative, and a classified staff representative (if appropriate).

The makeup of the screening committee for educational and classified administrators consists of the following members: the immediate supervisor of the position being hired (serves as committee chair; superintendent/president appoints a committee chair for positions reporting directly to the superintendent/president), at least one additional administrator, at least one classified or

¹³ https://www.hartnell.edu/governance/councils/academic-senate/ap_7120_recruitment_and_hiring.pdf

confidential staff member, and for educational administrator positions, at least two faculty members.

The makeup of the screening committee for classified and confidential staff consists of the following members: the department administrator (serves as committee chair), at least one classified or confidential staff member (if represented position, union president is given opportunity to appoint member), and at least one other employee (recommended by committee chair).

The makeup of the screening committee for part-time faculty consists of the following members: the area dean or director (serves as committee chair), and at least one in-discipline faculty member.

Los Rios Community College District

The Staff hiring process at Los Rios Community College District is outlined under the Equity Handbook for Hiring Process.¹⁴ The general hiring process includes the following: recruitment/advertisement, initial committee meeting, screening/interview questions development, screen/select interviews, interview/rank candidates, second level interview (optional), reference checks, and selection. This process involves three committees: the hiring committee that is responsible for reviewing applications received from human resources and interviewing applicants; the screening committee that rates all applicants independently; and the interview committee that agrees on the procedures, core questions to be asked during interviews, rating system, and time limit for the interviews. The composition of the hiring committee for staff positions includes a manager/supervisor, a trained equity representative, a staff member, and (as appropriate) a faculty member. The screening committee consists of generally the dean or director, a trained equity representative, a staff member, and as appropriate a faculty member. The interview committee is appointed by the college president or administrative officer and includes a manager/supervisor, one staff member, and the equity representative. A faculty member may be included on the interview committee if the position interfaces with academic staff. The college president or campus Vice President of Administrative Services selects the final candidate who is recommended to the chancellor and the Board of Trustees for appointment to the position. Following board approval, the final candidate will be given formal notice of the appointment by human resources.

The hiring process for Tenure Track Faculty, Adjunct Faculty, and Management personnel at Los Rios Community College District diverges from the general hiring process outlined above, and involves the following phases: recruitment/advertisement, initial committee meeting, screening/interview questions development, screen/select interviews, interview/rank candidates, second level interview.

The composition of the hiring, screening, and interview committees differ for each recruitment type as outlined below:

The screening committee for Tenure Track Faculty consists of at least three faculty members, one Equity Representative, and one administrator (generally the dean from the discipline). The interview committee includes three to five faculty members, the administrator of the department or area (usually the Division/Area Dean), an Equity Representative, an administrative representative, a student (if deemed appropriate), a classified employee (if deemed appropriate), and an outside content expert (if necessary).

¹⁴ <https://employees.losrios.edu/lrccd/employee/doc/hr/hiring/equity-hiring-handbook.pdf>

The screening committee for Adjunct Faculty consists of an appropriate manager, a faculty member from the discipline to be filled and an equity representative. The interview committee composition is typically the same as the screening committee.

The screening committee for management positions consists of at least the Chancellor or designated manager (for a district position), or the president or designated manager (for a college position); the immediate supervisor of the position to be filled or a management designee; a management member who has been appointed as the equity representative, and two faculty representatives appointed by the academic senate president for educational management programs. The interview committee composition is typically the same as the screening committee; however, additional representatives will be added if necessary. The Chancellor will review all recommendations for management positions. If approved, the recommendation is forwarded to the Board of Trustees.