

# ADMINISTRATIVE REGULATION 7123

SOUTH ORANGE COUNTY  
COMMUNITY COLLEGE DISTRICT

HUMAN RESOURCES

## RECRUITMENT AND SELECTION: FULL-TIME FACULTY

### I. GENERAL PROVISIONS

#### A. Scope:

1. This regulation applies to the recruitment and selection process for full-time faculty.
2. The recruitment and selection of highly qualified full-time faculty is essential to the educational mission of the District. Therefore, faculty and management have the responsibility to work together to recruit and select highly qualified individuals who can teach, who are experts in the subject matter of their curriculum or specialty, who can foster community college effectiveness, and who bring a variety of backgrounds and experiences to the students of the District.
3. As referenced herein, each president shall have primary responsibility for making the final selection decision for full-time faculty for their respective college.

#### B. Definitions:

1. Board: The Board of Trustees of the District.
2. Chair: The Chair of the Search Committee.
3. Chancellor: The Chancellor (or designee) of the District.
4. Committee: The Search Committee.
5. Dean: The Management Team Member who supervises the position and/or operational unit.
6. Department Chair: The department or academic chair of the operational unit.
7. Discipline Expert: The person who is recognized as a subject matter expert by the division or school, usually through academic credentials or equivalency.
8. EEO: Equal Employment Opportunity.
9. HR: Human Resources.
10. Job Related: Based on the knowledge, skills, abilities, education, training, and/or experience, etc., specified in the job announcement.
11. Operational Unit: The department, division, or school as appropriate.
12. President: The President (or designee) of the college at which the position is assigned.
13. Recruiter: The HR representative assigned to coordinate and facilitate the recruitment and selection process.

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14. Senate President: The President of the Academic Senate of the college at which the position is assigned.
15. Vice Chancellor of HR: The Vice Chancellor of HR (or designee).
16. Vice President: The Vice President (or designee) supervising the academic unit to which the position is assigned.

C. Compliance:

1. This regulation is intended to comply fully and be interpreted in a manner consistent with all applicable state and federal laws, codes, and regulations, as well as the District's commitment to EEO and diversity, equity, inclusion, and accessibility (DEIA).
2. Any provision of this regulation that directly conflicts with any applicable state or federal law, code, or regulation, or the District's commitment to EEO and DEIA may be disregarded.

An alternative provision that complies with the superseding authority shall be developed and agreed upon by the Chancellor, Vice Chancellor of HR, Presidents, and Senate Presidents, and substituted until a formal amendment is adopted.

D. Oversight, Integrity, and Implementation:

1. HR shall provide oversight of the recruitment and selection process for full-time faculty established by this regulation.
2. It is the responsibility of the President to ensure the integrity of the recruitment and selection process for full-time faculty established by this regulation.
3. The faculty, represented by the Academic Senate, also have an inherent professional responsibility in the implementation of policies and regulations governing the recruitment and selection process for full-time faculty.

E. Interpretation: Questions of interpretation of this regulation shall be referred to the Recruiter; any questions unable to be answered by the Recruiter shall be referred to the Vice Chancellor of HR. The Vice Chancellor of HR, President, and Senate President shall attempt to resolve any problem or difference of interpretation of this regulation.

F. Exceptions: If and as deemed necessary, the Vice Chancellor of HR, in consultation with the President and Senate President, may authorize exceptions to this regulation.

G. Confidentiality and Conflicts of Interest: The District's policy regarding confidentiality and conflicts of interest applies to the recruitment and selection process for full-time faculty. All Committee members (and other participants, as determined by HR) shall complete the confidentiality and conflicts of interest (or other applicable) form provided by HR prior to commencing any recruitment and selection activities or when a conflict becomes known. No individual may serve as a member who has a conflict of interest as defined in the Conflict of Interest Statement.

II. POSITION IDENTIFICATION AND APPROVAL

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- A. Position Identification: Each opening shall be classified by:
  - 1. Academic discipline (and sub-discipline, if appropriate);
  - 2. Department(s) to which the position shall be assigned;
  - 3. Tenure status (tenure-track, or non-tenure track);
  - 4. Position type (replacement or new position); and
  - 5. Faculty assignment (classroom or non-classroom faculty, or a combination thereof).
- B. Position Request List: By October 1<sup>st</sup> of each academic year, each President shall submit to HR a ranked list of recommended positions for the subsequent year, identified according to Item II.A above, and compiled by an internal process developed by the Academic Senate and the President, and approved by the President. HR will not act on any list until either both lists are submitted or October 1<sup>st</sup>, whichever comes first, unless there are extenuating circumstances and HR consults with the corresponding President and Senate President. The position request lists shall be valid for no more than two (2) academic years.

III. LATE VACANCIES AND EMERGENCY APPOINTMENTS

- A. Vacancy before Submission of Position Request List: Any vacancy which occurs after the compilation of the position request list as described in Section II.B, but before submission of the list to HR, may be added to the list submitted according to an internal process developed by and mutually agreed upon by the Academic Senate and the President, and approved by the President.
- B. Vacancy after Submission of Position Request List: If a vacancy occurs after submission of the position request list to HR as described in Section II.B, but before the commencement of recruitment for that academic year, the President and the Academic Senate may add that position to the approved list for recruitment in that academic year, its position on the list to be determined by an internal process developed by and mutually agreed upon by the Academic Senate and the President, and approved by the President. The new position shall be submitted to HR.
- C. Emergency Appointments: If a vacancy occurs after the commencement of the academic year, and in the judgment of the President, in consultation with the Senate President, there exist sufficient grounds for an immediate appointment to fill that position, the President may hire a temporary replacement for the remainder of the academic year according to a process developed by and mutually agreed upon by the Academic Senate and the President, and approved by the President.

IV. JOB ANNOUNCEMENT

- A. Request to Recruit: Once a position has been approved by the President for recruitment, a request to recruit shall be submitted to HR in accordance with the established protocol. Upon receipt of the request to recruit, and the completion of any pre-recruitment (or other required) steps, HR shall assign a Recruiter.
- B. Job Announcement Content:

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1. Opening and closing (or initial screening) dates;
2. Summary of duties and responsibilities;
3. Minimum qualifications;
4. Desired or preferred qualifications (if applicable);
5. Application requirements and procedures;  
Letters of recommendation shall not be requested or required of applicants.
6. Special testing (if applicable);
7. Supplemental questions, including at least one (1) DEIA focused question; and
8. EEO Statement: Job requirements shall include a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students.

C. Job Announcement Development:

1. The Vice Chancellor of HR shall provide a draft job announcement, including sample desired or preferred qualifications, as well as the appropriate minimum qualifications as determined by the *Minimum Qualifications for Faculty and Administrators in California Community Colleges* as adopted by the Board of Governors of the California Community Colleges. The Vice Chancellor of HR shall then distribute the draft job announcement via the Dean to the departmental faculty and to the appropriate Vice President.
2. Departmental faculty shall have ten (10) business days from the date of notification to review and comment on the draft job announcement and to work with the Dean to prepare a list of any desired or preferred qualifications for the position. The departmental faculty and the Dean may also recommend supplementary duties and responsibilities. The draft job announcement shall then be forwarded with any appropriate comments by the Dean to the Vice President. Following review with the President, the Vice President shall submit the draft job announcement to the Vice Chancellor of HR within three (3) business days, and may attach comments. In the absence of a timely response from the departmental faculty, the Vice Chancellor of HR may incorporate necessary revisions to the draft job announcement.
3. The Vice Chancellor of HR may edit, format, and amend the draft job announcement as required, and shall forward the final job announcement to the President for approval. Within five (5) business days of receipt from the Vice Chancellor of HR, the President shall provide an opportunity for final review and comment by the Vice President, Senate President, and departmental faculty via their Dean. Final approval of the job announcement rests with the President.

D. Standard Advertising: HR shall coordinate and facilitate standard advertising for all job announcements in accordance with the established protocol. Job announcements may be distributed to appropriate professional sources (if applicable).

- E. Supplemental Advertising: If requested, HR shall coordinate and facilitate supplemental advertising for job announcements in accordance with the established protocol.
- F. Advertising Period: All job announcements shall be advertised by HR (via an open job posting) for a minimum of thirty (30) business days.

V. APPLICATION PROCESS

- A. Application Submission: Applications (i.e., applications and any other required materials, such as curricula vitae and transcripts, etc.) are only accepted by HR in accordance with the established protocol.
- B. Application Period: Applications may be accepted for a prescribed period of time, or until the position is filled. In the case where applications are accepted until the position is filled, application evaluations may not commence until at least thirty (30) business days after the job announcement has been advertised by HR (via an open job posting).
- C. Minimum Number of Minimally Qualified Applicants: The application period shall be extended when the applicant pool has fewer than five (5) minimally qualified applicants, unless the Vice Chancellor of HR, in consultation with the President and Senate President, agrees to move forward with the pool.
- D. Applicant Pool: The Vice Chancellor of HR shall ensure that all aspects of Title 5 requirements are adhered to as follows:
  - 1. The application shall afford each applicant an opportunity to voluntarily identify their gender, ethnic group, veteran status, citizen status, and disability. This information shall be confidential and used only for monitoring the effectiveness of the District's EEO program.
  - 2. Once the initial application period has passed, the applicant pool will be analyzed to ensure that monitored groups are not affected by discriminatory recruitment procedures. If necessary, the application period will be extended and additional recruitment efforts will be conducted. At the conclusion of the extended application period, applications will be screened to determine which applicants satisfy job specifications set forth in the job announcement.
    - a. If adverse impact is found to exist, the Vice Chancellor of HR shall take effective steps to address the adverse impact before the recruitment and selection process continues. Such steps may include:
      - i. Extending the application period to ensure that the adversely impacted group has had additional opportunities to apply.
      - ii. Including all applicants previously screened out on the basis of any locally established qualifications beyond state minimum qualifications that were not specifically Job Related.
- E. If adverse impact persists after following the steps listed above, the recruitment and selection process may proceed only if:

1. The job announcement does not require qualifications beyond the statewide minimum qualifications; or
2. Locally established qualifications beyond statewide minimum qualifications are found to be Job Related and consistent with a business necessity that meets federal law requirements; or
3. A particular qualification beyond statewide minimum qualifications is found to be Job Related and consistent with business necessity throughout the community college system; or
4. The Vice Chancellor of HR determines that appropriate mitigating efforts have been undertaken; or
5. The District may not advertise or use in future recruitment and selection processes for the same or similar position any locally established qualifications beyond state minimum qualifications.

VI. COMMITTEE

- A. Committee Size: There shall be no fewer than five (5) and no more than nine (9) voting members on the Committee, and one (1) non-voting EEO representative. No voting member of the Committee may serve as the Committee’s EEO representative.
- B. Committee Composition: Approximately two-thirds (2/3) of the voting members of the Committee shall be full-time (tenured or tenure-track) faculty (see chart below), and no fewer than three (3) voting members of the Committee shall be experts in the academic discipline of the position:

<u>Committee Size</u>	<u>2/3 Full-Time Faculty Required</u>
9	6
8	6
7	5
6	4
5	4

C. Committee Formation:

1. The Department Chair or, in the absence of a Department Chair, the Dean, shall recommend to the Academic Senate no fewer than four (4) faculty Committee members, subject to Section VI.B above, from which the Academic Senate shall vote to approve four (4) or more faculty Committee members.
2. The President may appoint up to an additional three (3) Committee members.
3. Whenever possible, Committees shall include a diverse membership that will bring a variety of perspectives to the assessment of applicant and candidate qualifications.

The Vice Chancellor of HR, in consultation with the Department Chair or, in the absence of a Department Chair, the Dean, and the Academic Senate, may supplement Committee membership with faculty when additional diversity is necessary. The final decision to supplement Committee membership rests with the Vice Chancellor of HR.

4. Faculty appointed to the Committee must be approved by the Academic Senate.

D. Chair:

1. The Management Team Member who supervises the position (e.g., Dean, Assistant Dean, Director) shall be the provisional convening Chair of the Committee.
2. The actual Chair of the Committee shall be appointed from among the full-time faculty members of the committee by a vote at or before the orientation meeting.

E. Discipline Experts:

1. The Discipline Experts shall be appointed by the Committee from among the members of the Committee when the Committee is formed.
2. Discipline Experts may be drawn from faculty or from external sources. For example, faculty Committee members from either college, including part-time faculty (who are not applying for the position), or members from outside the colleges may serve as Discipline Experts. Any associated costs will be covered by the college.
3. Classified professionals or Management Team Members may serve as Discipline Experts, if they meet the minimum qualifications to teach in the discipline.

F. EEO Representative:

1. The EEO representative shall be selected by the President and may be replaced as necessary by another qualified individual. The same EEO representative need not serve throughout the entire recruitment and selection process.
2. Only a trained individual may serve as an EEO representative and, as a representative of the District's diversity efforts, this individual shall monitor the recruitment and selection process for adherence to EEO and diversity laws, regulations, and policies on behalf of HR.
3. If questions or concerns arise, the EEO representative shall inform the Vice Chancellor of HR.

G. Committee Appointment: The Committee shall be deemed appointed when the Committee appointments form provided by HR has been completed and signed by the President and Senate President and, if applicable, any supplemental Committee members have been selected.

H. Expectations of Committee Members:

1. Committee members shall be responsive to communication attempts, attend, and participate in all required meetings (including taking Job Related notes on each candidate to justify their evaluation), complete responsibilities within established time frames, maintain professionalism (e.g., create a welcoming, respectful, and inclusive

environment for candidates, etc.), and have sufficient availability to accommodate a delay-free timeline.

2. Any Committee members who fail to meet any of the above expectations may be subject to removal by the Vice Chancellor of HR, in consultation with the President and Senate President.
  - a. The evaluations of any Committee members who are removed or withdraw prematurely shall not be counted in the uncompleted section(s) of the recruitment and selection process.
  - b. Any Committee members who are removed or withdraw prematurely may be replaced, as determined by the Vice Chancellor of HR, in consultation with the President and Senate President.
  - c. Any Committee members who are removed or withdraw prematurely, one (1) business day or less before the interviews, may be replaced, as determined by the Vice Chancellor of HR.
  - d. Faculty appointed to the Committee must be approved by the Academic Senate.

I. Minimum Committee Membership:

1. If Committee membership falls below the required minimum number, the Vice Chancellor of HR, in consultation with the President and Senate President, shall determine whether to have a replacement Committee member selected or continue the recruitment and selection process with fewer than the required minimum number of Committee members.

Any replacement Committee members shall be mutually agreed upon by the President and Senate President.

2. If Committee membership falls below the required minimum number, one (1) business day or less before the interviews, the Vice Chancellor of HR shall determine whether to have a replacement Committee member appointed or continue the recruitment and selection process with fewer than the required minimum number of Committee members.

VII. ORIENTATION

- A. Roles and Responsibilities: The Recruiter shall conduct an orientation meeting to explain roles, responsibilities, expectations, timelines, evaluation processes, etc., to the Committee.
- B. Recruitment Timeline and Logistics: If applicable, the Committee shall determine the recruitment timeline and logistics, such as the interview date(s), interview length, time between interviews, etc.
  1. Interview Location: The Chair shall inform the Recruiter of any special interview needs and, after consultation with the Chair, the Recruiter shall make the arrangements for the interview location.
  2. Interview Length: Each candidate shall be afforded the opportunity to have an interview of equal length.

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- C. Application Evaluation Criteria: The Committee shall discuss, define, and determine the percentage weights applied to the application evaluation criteria (as determined by the Academic Senate) in accordance with the established protocol. The Committee's discussion, definition, and determination of percentage weights applied to the application evaluation criteria shall be Job Related.
- D. Interview Materials:
1. The Committee shall agree upon (by a majority vote) the interview materials (e.g., interview questions, assessment activity (or activities), teaching demonstration, etc.).
  2. The interview materials shall include at least two (2) DEIA focused interview questions, and be Job Related.
  3. HR may provide sample interview materials at the request of the Chair for the consideration of the Committee.
  4. The interview materials shall be provided to HR on or before the date the interview candidates are selected (typically, prior to the commencement of the recruitment and selection process).
  5. The interview materials shall be reviewed and approved by the Vice Chancellor of HR (prior to the interviews) to ensure compliance with the District's policies and regulations and state and federal laws, codes, and regulations. The Vice Chancellor of HR may make editorial changes; however, if substantive changes are deemed necessary, they will be made in consultation with the Chair.
  6. The interview materials shall be kept confidential by the Committee throughout the recruitment and selection process, and indefinitely, thereafter.
- E. Special Testing and Extra Materials: Any special testing or extra materials required for the position shall be established by the President and/or Committee, and approved by HR. Any special testing shall be conducted under the supervision of HR.

#### VIII. APPLICATION EVALUATION PROCESS

- A. Determination of Application Completeness: HR shall screen all applications for completeness in accordance with the established protocol, before releasing them to the Discipline Experts.
- B. Redacting Applications: After all applications have been screened for completeness, the Recruiter will ensure that all applicants' names are redacted. Exceptions may be made by the Director of Recruitment and Employment Services for unique circumstances.
- C. Determination of Application Minimum Qualifications: No fewer than two (2) Discipline Experts from the Committee shall determine which applicants meet minimum qualifications as described in the job announcement and in accordance with the appropriate minimum qualifications as determined by the *Minimum Qualifications for Faculty and Administrators in California Community Colleges* as adopted by the Board of Governors of the California Community Colleges. All complete applications which have been certified to meet minimum qualifications shall be included in the process to be considered by the Committee.

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- D. Equivalency: Applicants not meeting the minimum qualifications for the position as published in the formal job announcement may apply for equivalency in accordance with statute and code by completing a supplemental application and providing appropriate evidence of qualifications equivalent to the published minimum qualifications. Applications for equivalency shall be evaluated by the Discipline Experts. A record shall be kept for each decision and included with the applicant’s application. If requested by any members of the Committee, the Discipline Experts shall announce and explain their decision(s) regarding any equivalency applications.
- E. Application Evaluations (Paper Screening):
  - 1. Each Committee member shall independently evaluate all of the applications released by HR in accordance with the established protocol.
  - 2. During the application evaluation process, Committee members may not download, save, copy, or alter any applications, or append any comments or marks.
  - 3. Upon conclusion of the application evaluation process, any notes shall be submitted to the Recruiter, by each individual Committee member.
- F. Committee Deliberation Meeting After Paper Screening to Select Interview Candidates:
  - 1. After all Committee members have completed paper screening, the Committee will meet with the Recruiter to discuss and select interview candidates.
  - 2. Committee members may bring their paper screening rankings to this meeting to assist in their selection of candidates for interviews.
  - 3. At this meeting, the Committee and the Recruiter will determine how many candidates will be invited to an interview.
- G. Minimum Number of Interview Candidates: If the Committee is unable to select at least three (3) interview candidates, the Vice Chancellor of HR, in consultation with the President and Senate President, may agree to proceed with fewer than three (3) interview candidates.

IX. INTERVIEW PROCESS

- A. Interview Scheduling: Candidates shall be given at least ten (10) business days’ notice of the interviews.
- B. Committee Materials: Prior to the commencement of the interviews, HR shall provide the Committee with any applicable materials, such as the interview schedule, candidate evaluation forms, note taking forms, etc., which may also include the candidates’ applications.
- C. Interview Questions (Candidates):
  - 1. Prior to their interview, each candidate shall be provided a minimum of ten (10) minutes to review and take notes on the interview questions. Each Committee shall determine the time allocated for review.
  - 2. During their interview, each candidate may refer to their notes.

3. Upon conclusion of their interview, each candidate's notes shall be collected by the EEO representative.
4. If a candidate is unclear about the meaning of a question, they may request clarification from the Committee.

D. Interview Questions/Assessments (Committee):

1. Each candidate shall be assessed and interviewed in the same manner.
2. Follow-up questions may be asked to clarify or further investigate an answer given by a candidate.

If, in the judgment of the EEO representative, a follow-up question is inappropriate because it violates standards of non-discrimination, the EEO representative shall direct the candidate to disregard the question. After the completion of the candidate's interview, the EEO representative shall notify HR of the incident.

3. Any question by the candidate pertaining to conditions of employment, such as salary, benefits, etc., must be referred to HR.
4. Every effort shall be made to maintain consistent standards of candidate evaluation throughout the interview process.

E. Group Discussion:

1. Committee members shall be given an opportunity to discuss each candidate after their interview. In addition, the Committee shall discuss all of the candidates together at the conclusion of all interviews.
2. A comprehensive discussion (i.e., deliberation) shall take place only after all interviews are completed.
3. No discussion of any candidate may take place unless the EEO representative and all Committee members are present.
4. Committee members are encouraged to discuss candidates' fulfillment of Job-Related criteria in a candid and thorough manner, but shall not discuss the specific ranking to be given to any candidate.
5. The EEO representative shall be responsible for ensuring that discussion is limited to Job-Related criteria.

F. Progressive Ranking:

1. Upon conclusion of a candidate's interview (and the Committee's discussion of the candidate's interview), each Committee member shall rank the candidate using the progressive ranking form provided by HR.
2. A candidate's ranking shall be based on the interview process (application evaluations shall not be considered), including, but not limited to, their answers to the interview questions, assessment activity (or activities), teaching demonstration, and/or any requested supplemental materials, etc. (Committee members may not accept any supplemental materials that are not required of all candidates).

3. Each Committee member is responsible for exercising their independent judgment in ranking each candidate.

G. Final Ranking and Selection of Finalists:

1. Upon conclusion of all of the candidates' interviews, the Committee shall deliberate to determine the final rank of all candidates and select finalists for second level interviews.
2. During the deliberation, the Committee members' rankings shall be compiled (by the Chair, EEO representative, and/or Recruiter) on the ranking summary form provided by HR.
3. Upon conclusion of the deliberation, the final rank of all candidates shall be recorded (by the Chair, EEO representative, and/or Recruiter) on the ranking summary form provided by HR, and the finalists selected for second level interviews shall be recorded on the process record form provided by HR.

H. Minimum Number of Finalists for Second Level Interviews:

The Committee shall make every effort to select at least three (3) finalists for second level interviews, if unable to do so, the Committee may select fewer than three (3) finalists for second level interviews if they feel they have a Job-Related justification.

X. SECOND LEVEL INTERVIEWS (REQUIRED)

- A. Unranked List of Finalists: The President shall be provided the list of finalists, in alphabetical order, by HR.
- B. Conducting Second Level Interviews: The President shall invite at least one (1) Vice President, the Dean (or designated Management Team Member), and the Chair to interview the finalists in the presence of an EEO representative (designated by HR). Anyone who declines to participate or withdraws prematurely (prior to the commencement of the second level interviews) may be replaced, as determined by the President, in consultation with the Senate President.
- C. Scheduling Second Level Interviews: Finalists shall be given at least five (5) business days' notice of the second level interviews.
- D. Substantially Similar Second Level Interviews: Although variations are permitted, each finalist shall receive a substantially similar second level interview of approximately the same duration, involving the same segments and exercises.
- E. Second Level Interview Materials: The second level interview materials shall be provided to HR at least five (5) business days before the second level interviews. The second level interview materials shall be reviewed and approved by the Vice Chancellor of HR (prior to the second level interviews) to ensure compliance with the District's policies and regulations and state and federal laws, codes, and regulations. The Vice Chancellor of HR may make editorial changes; however, if substantive changes are deemed necessary, they will be made in consultation with the President.

- F. Second Level Interview Questions: During the second level interview, any approved, Job-Related questions, including follow-up questions to clarify or further investigate an answer given by a finalist, may be asked. If a finalist is unclear about the meaning of a question, they may request clarification from the second level interview panel.
- G. Additional Second Level Interviews: Upon conclusion of the second level interviews, in the event none of the finalists are deemed viable, in lieu of a failed search, the President may request that the Committee reconvene to determine if any additional finalists can be selected for second level interviews (from the candidates for first level interviews, in next highest rank order, as determined by the Committee, and recorded on the ranking summary form provided by HR). Any additional finalists selected for second level interviews shall be at the discretion of the Committee.
- H. Consultation: The President shall consult with the Chair after the second level interviews, and before a recommendation for appointment is made.

XI. ADDITIONAL INTERVIEWS (OPTIONAL)

Conducting Additional Interviews: In the event that the rankings of the top two (2) finalists are so close that a clear determination of which finalist is the top choice cannot be made, the President and the second level interview panel (as described in Section X.B) may invite both of the finalists back for an additional, informal interview to assist in the selection decision.

XII. PROFESSIONAL REFERENCE CHECKS

- A. Timing of Professional Reference Checks: Professional reference checks shall be completed prior to the recommendation for appointment by the President.
- B. Required Professional References: At least three (3) professional references (for each finalist or the selected candidate) from the following categories shall be provided:
  1. Current department chair(s) or supervisor(s);
  2. Previous department chair(s) or supervisor(s) (from the past five years);
  3. Master’s thesis or Doctoral Dissertation advisor/supervisor;
  4. Colleagues/co-worker who can address professional competency and skills relevant to the position; and/or
  5. Other professional references.
- C. Unavailable or Insufficient Professional References: If any of the individuals provided as professional references is unavailable, or if sufficient professional references are not provided, HR may request additional professional references.
- D. Conducting Professional Reference Checks: Professional reference checks shall either be conducted by the Chair and/or designated member(s) of the Committee and recorded on the applicable form provided by HR or, if applicable, electronically in accordance with the designated protocol; however, with authorization from the Vice Chancellor of HR, professional reference checks may be conducted by a third-party.

1. When conducting professional reference checks for a finalist or the selected candidate, each professional reference shall be asked the same questions, including whether they can recommend them without reservation and, if not, to specify any reservations.
2. Follow-up questions may be asked to clarify or further investigate an answer given by a professional reference. If a reference is unclear about the meaning of a question, they may request clarification from the reference checker.
3. The reference checker(s) shall ask no question that is impermissible under applicable laws prohibiting discrimination in employment, or that seeks information unrelated to the qualifications for the position.
4. Additional questions may be added to the applicable form provided by HR, (by the Chair, designated member(s) of the Committee, and/or President) as long as they are asked of all professional references for all finalists or the selected candidate and, in advance, reviewed and approved by the Vice Chancellor of HR.
5. The reference checker(s) shall not provide any derogatory or confidential information about the finalists or selected candidate, or any assessment of the quality of the finalists' or selected candidate's qualifications, to any individual providing a professional reference.

**XIII. ADDITIONAL PROFESSIONAL REFERENCE CHECKS**

Conducting Additional Professional Reference Checks: Additional professional reference (or other Job Related) checks may be conducted by the Vice Chancellor of HR, as permitted by law.

**XIV. VERIFICATION OF EDUCATION AND EMPLOYMENT**

The Recruiter may verify the education and employment listed on the selected candidate's application before a recommendation for appointment is made.

**XV. SUSPENDING THE RECRUITMENT AND SELECTION PROCESS**

- A. At any time for any compelling reason, the Vice Chancellor of HR and/or the President may suspend the recruitment and selection process for full-time faculty, pending determination of an appropriate action via consultation with the Vice Chancellor of HR, the President, and Senate President.
- B. At any time for any compelling reason, the Senate President may request that the Vice Chancellor of HR and/or President suspend the recruitment and selection process for full-time faculty, pending determination of an appropriate action via consultation between the Vice Chancellor of HR, the President, and Senate President.

**XVI. TERMINATING THE RECRUITMENT AND SELECTION PROCESS**

- A. At any time for any compelling reason, the Vice Chancellor of HR and/or the President may terminate the recruitment and selection process for full-time faculty.

- B. At any time for any compelling reason, the Senate President may request that the Vice Chancellor of HR and/or President terminate the recruitment and selection process for full-time faculty.

XVII. RECOMMENDATION FOR APPOINTMENT

Selection, Approval, and Ratification: The President shall have primary responsibility for making the final selection decision. All selection decisions are subject to approval and ratification by the Chancellor and Board, respectively.

*References:*

*Education Code Sections 66010.2, 66030, 66071, 66270, 66271.1, 66700, 70901, 70901.2, 70902(6), 87360 and 87100 et seq.*

*Government Code Sections: 11135-11139.5*

*California Code of Regulations Title 5, Sections 53000, 53023, 53024(e), 53001(a) et seq. and 51023.5 Statutes of 1988, Chapter 923*

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