

STANDARD III: RESOURCES

The institution effectively uses its human, physical, technology, and financial resources to achieve its mission and to improve academic quality and institutional effectiveness.

Standard III.A.: Human Resources

III.A.1. The institution assures the integrity and quality of its programs and services by employing administrators, faculty and staff who are qualified by appropriate education, training, and experience to provide and support these programs and services. Criteria, qualifications, and procedures for selection of personnel are clearly and publicly stated and address the needs of the institution in serving its student population. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority.

Description

Shasta College believes that the best way to serve students is to employ the most qualified administrators, faculty, and staff. Criteria, qualifications, and procedures for selecting personnel are clear, public and in alignment with the needs of the student population. Job announcements for administrators, faculty and staff include the education and experience, knowledge and ability required to perform the duties, functions and responsibilities of the position, as well as the required application materials required to be considered a candidate for the position ([Ev. 1](#), [Ev. 2](#), [Ev. 3](#), [Ev. 4](#)). The District posts job openings on the College [Human Resources](#) webpage, and advertises these open positions in numerous print and online publications, including the California Community College Registry, Monster.com, Higher Ed Jobs, Chronicle of Higher Education, local newspapers, and other publications and websites that reach diverse populations and are

related to the particular subject matter. The hiring committee chair is consulted on each recruitment to provide ideas on specialized publications. Each year, the District sends a team to the CCC Registry job fairs in Los Angeles and San Francisco. This provides an excellent opportunity to promote Shasta College to a diverse pool of applicants and to discuss with these potential applicants both administrative and faculty positions in further detail.

Through its board policies and administrative procedures, the District has written hiring procedures for administrators, faculty, and staff ([Ev. 5](#), [Ev. 6](#)). Human Resources provides training to the screening and selection committee members so that these policies and procedures are followed throughout the entirety of the hiring process as well as explaining the importance of confidentiality and equal employment opportunity. Each committee member receives general training during the first committee meeting ([Ev. 7](#)), and the Equal Employment Opportunity (EEO) representative, chosen from an active list of EEO representatives, has received additional training specific to equal employment opportunity ([Ev. 8](#), [Ev. 9](#)). Policies and procedures are also established for the recruiting and hiring of part-time faculty ([Ev. 6](#), [Ev. 10](#)). Part-time faculty openings are posted on the Human Resources [website](#) and applications and required materials are accepted for part-time faculty on an on-going basis per discipline based on division needs ([Ev. 11](#)).

Position descriptions for administrators and staff accurately reflect position duties, responsibilities, and for administrators, leadership and authority ([Ev. 12](#), [Ev. 13](#)).

Position descriptions are regularly reviewed and often revised in order to ensure that they are directly related to the College mission and the goals of the institution, and that they continue to meet student needs. The most current position descriptions are published on the Human Resources [website](#).

There is one position description for full-time academic faculty positions which is included in the job announcement ([Ev. 1](#)). However, the job announcement may vary slightly based on discipline. This ensures room for enhancements based on the specific faculty service area. In addition, the Faculty Handbook outlines instructional guidelines, and the Faculty Collective Bargaining Agreement further outlines responsibilities and expectations of both full- and part-time faculty ([Ev. 14](#), [Ev. 15](#)). The position description for part-time faculty is found on the Shasta College Human Resources [website](#) ([Ev. 16](#)).

Evaluation

Shasta College meets this standard. Administrators, faculty and staff are hired based on their education, training, and experience. All criteria for the selection of personnel is clearly articulated and designed to help ensure personnel are hired to meet the needs of students. Job descriptions are periodically reviewed and revised to ensure they continue to meet program needs and institutional goals. The College makes an effort to advertise positions broadly to draw qualified and diverse candidate pools. All hiring committees receive training on fair hiring practices and institutional procedures before they meet to review and discuss candidate pools.

Evidence

- III.A.1-01. Faculty Job Announcement
- III.A.1-02. Educational Administrator Job Announcement
- III.A.1-03. Classified Administrator Job

- Announcement
- III.A.1-04. Classified Staff Job Announcement
- III.A.1-05. BP/AP 7125 - Administrative Hiring Procedures
- III.A.1-06. Hiring Procedures (Guide to Employee Selection)
- III.A.1-07. Shasta College Selection Committee PowerPoint Training
- III.A.1-08. Active List of EEO Representatives – As of August 5, 2016
- III.A.1-09. Equal Employment Opportunity PowerPoint Training
- III.A.1-10. AP 7208 - Hiring Procedures for Adjunct Faculty
- III.A.1-11. Part-time Faculty Job Announcement
- III.A.1-12. Classified Administrator Job Description
- III.A.1-13. Classified Staff Job Description
- III.A.1-14. Faculty Handbook
- III.A.1-15. Collective Bargaining Agreement (Faculty)
- III.A.1-16. Part-time Faculty Job Description

III.A.2. Faculty qualifications include knowledge of the subject matter and requisite skills for the service to be performed. Factors of qualification include appropriate degrees, professional experience, discipline expertise, level of assignment, teaching skills, scholarly activities, and potential to contribute to the mission of the institution. Faculty job descriptions include development and review of curriculum as well as assessment of learning. (ER14)

Description

All Shasta College job announcements for full-time credit faculty list the minimum qualifications, required degree(s), professional experience, discipline expertise, classroom responsibilities, professional activities and other expectations ([Ev. 1](#)). Any open position on the Shasta College website lists the minimum

educational requirement ([Ev. 2](#)). Both the Office of Instruction and Human Resources Office work to review documentation and to verify that the required minimum education qualification and professional level of expertise are met for new hires. Requirements for an open faculty position include curriculum vitae, resume, and cover letter. The inclusion of these documents allows for an overall assessment of the candidate's level of expertise by the selection committees as they show the applicants relevant educational and professional experiences.

The process for faculty hiring procedures is located in the "Guide to Employee Selection" handbook ([Ev. 3](#)). The job announcement is created by using the standard Full-time Instructor Job Description ([Ev. 4](#)). Each job description contains a detailed account of the minimum requirements. Job descriptions also include information about expected non-instructional responsibilities such as curriculum review and office hours. This information is provided to the hiring committee and reviewed during the training process for each committee.

Hiring committees assess the applicant by requiring candidates for full-time teaching positions to provide a teaching demonstration ([Ev. 5](#)). In addition, applicants answer a variety of interview questions about their background as well as about discipline-specific content and pedagogy ([Ev. 6](#)).

In conjunction with Title 5 of the California Code of Regulations and California Education Code, any applicant is required to demonstrate a high-level of understanding of diversity in regards to academic, socioeconomic, cultural, disability and racial/ethnic backgrounds of community college students ([Ev. 7](#), [Ev. 8](#)). The selection committees assess whether each applicant's response correlates with the District's effort in hiring and retaining faculty and staff who are sensitive to and knowledgeable of the needs of the District's continually changing student body ([Ev. 9](#)).

Many full-time faculty exceed the minimum educational requirement for their teaching positions. Twenty-nine faculty obtained a Ph.D. either prior to or during their employment at Shasta College ([Ev. 10](#)). If faculty want to continue their education or expand their knowledge of a particular area, they may do so through step advancement, sabbaticals and professional development ([Ev. 11](#), [Ev. 12](#)).

Evaluation

Shasta College meets this standard. The District has appropriate policies, procedures, and practices in place to ensure faculty are appropriately qualified to teach in their respective disciplines. The process includes a review of official transcripts, interviews, teaching demonstrations, reference checks, minimum qualifications, and experience related to the subject area.

Evidence

- III.A.2-01. Faculty Job Announcement
- III.A.2-02. Minimum Qualifications for Faculty and Administrators in California Community Colleges
- III.A.2-03. Hiring Procedures (Guide to Employee Selection)
- III.A.2-04. Full-time Instructor Job Description
- III.A.2-05. Teaching Demonstration (Faculty)
- III.A.2-06. Interview Questions (Faculty)
- III.A.2-07. Title 5, California Code of Regulations Section 53022
- III.A.2-08. Education Code Section 87360
- III.A.2-09. Committee Member Screening Form (Faculty)
- III.A.2-10. List of Faculty and Degrees
- III.A.2-11. Class and Step Advancement (Excerpt from Collective Bargaining Agreement – Faculty)
- III.A.2-12. Sabbaticals (Excerpt from Collective Bargaining Agreement – Faculty)

III.A.3. Administrators and other employees responsible for educational programs and services possess qualifications necessary to perform duties required to sustain institutional effectiveness and academic quality.

Description

Job announcements (position descriptions) for administrators include the education and experience, as well as the knowledge and abilities required to perform the duties, functions and responsibilities of the position ([Ev. 1](#)). In addition, designation for educational administrators is consistent with the regulations set by the state. The Shasta College Board of Trustees also reviews the selection and appointment of administrative personnel to ensure that the District hires the best qualified administrators available for each open position ([Ev. 2](#)).

Other employees responsible for educational programs include classified staff. These positions also have job announcements (position descriptions) that not only specify basic functions, responsibilities, knowledge, and ability, but the minimum education and experience required – often with a preference for experience and education that is beyond minimum qualifications ([Ev. 3](#)).

Screening and selection committee members are provided the training and tools necessary to assess and select candidates for interview as well as move forward finalists who will perform the duties required to sustain institutional effectiveness and academic quality. Committee members attend two committee meetings: one for training, discussion of selection criteria, and the requirements of position, and one for the selection of interview candidates. Only those candidates who meet the minimum requirements and qualifications of the position are moved forward for first-level interviews. After the interview process, only those candidates that have been rated as most qualified are considered

for hire and moved forward for second-level interviews. In addition, reference checks are conducted for each finalist as an additional assessment of the candidate, ensuring that the District hires the best qualified administrator or classified staff available for each open position ([Ev. 4](#), [Ev. 5](#), [Ev. 6](#)). Professional development opportunities such as continued education and training are available to both administrators and classified staff as means to encourage innovation and further excellence in the position ([Ev. 7](#)).

Evaluation

Shasta College meets this Standard. The District has hiring practices in place to ensure all employees responsible for educational programs and services possess qualifications necessary to effectively support the mission of the College. Qualifications are specified in each position description and hiring committees use specific criterion in the selection of administrators and classified staff. Professional Development is available to encourage employees to continue to grow and excel in their position.

Evidence

- III.A.3-01. Educational Administrator Job Announcement
- III.A.3-02. BP 7125 - Selection and Appointment of Administrative Personnel
- III.A.3-03. Classified Staff Job Description
- III.A.3-04. Committee Member Screening Forms (Educational Administrators, Classified Administrators, Classified Staff)
- III.A.3-05. Interview Questions (Educational Administrators, Classified Administrators, Classified Staff)
- III.A.3-06. Reference Check Form
- III.A.3-07. Professional Development – Application for Funding

III.A.4. Required degrees held by faculty, administrators and other employees are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.

Description

Both the Office of Human Resources and the Office of Instruction work collaboratively in regards to verifying transcripts to certify that applicants meet the minimum educational requirements stated in the job announcements ([Ev. 1](#), [Ev. 2](#), [Ev. 3](#), [Ev. 4](#)). Shasta College only accepts degrees from accredited institutions. The Office of Human Resources staff checks the institutions' accreditation online through the [Department of Education website](#). Each applicant upon hire must produce official transcripts from all institutions attended to verify credential or credit information listed on application materials.

If an applicant has earned a degree from institutions(s) outside of the United States, they are responsible for providing official evaluations of their foreign degrees at the time of application. On the Shasta College [Human Resources website](#), under "Faculty Openings" is a list of approved foreign transcript evaluation agencies ([Ev. 5](#)). The Community Education Program Guidelines and Contract Education Program Guidelines outline the process for verifying minimum qualifications for community education and contract education instructors ([Ev. 6](#), [Ev. 7](#)).

Evaluation

Shasta College meets this standard. Required degrees held by faculty, administrators, and other employees are from institutions accredited by recognized U.S. accrediting agencies. Procedures for verifying qualifications are noted in section III.A.2 for faculty. The processes for administrators are similar, while classified staff do not all have specific degree requirements.

Qualifications for classified staff are reviewed through the hiring process. This evaluation includes work history, interview, and reference checks and may also include a skills test. The College relies on professional transcript evaluation agencies where analysis of transcripts from foreign institutions is needed.

Evidence

- III.A.4-01. Faculty Job Announcement
- III.A.4-02. Educational Administrator Job Announcement
- III.A.4-03. Classified Administrator Job Announcement
- III.A.4-04. Classified Staff Job Announcement
- III.A.4-05. Foreign Transcript Evaluation
- III.A.4-06. Community Education Program Guidelines
- III.A.4-07. Contract Education Program Guidelines

III.A.5. The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess effectiveness of personnel and encourage improvement. Actions taken following evaluations are formal, timely, and documented.

Description

The District has established written criteria for evaluating all personnel systematically and in stated intervals. The evaluation process varies by employee group – administrators, faculty, and staff – according to either the Collective Bargaining Agreements or Board Policies and Administrative Procedures, but all seek to assess effectiveness of personnel and encourage