GUIDE FOR SELECTION COMMITTEES

ACADEMIC VACANCIES FOR
EDUCATIONAL ADMINISTRATOR POSITIONS

11/4/08
INTRODUCTION

Thank you for agreeing to serve as a member of the selection committee! You have been requested to serve because your knowledge, experience and judgment are highly regarded.

We believe that a guide such as this may be of value to you, especially if you have not previously served on a selection committee for this District. This guide is designed to provide helpful information to assist you in your selection responsibilities.

DISTRICT EQUAL EMPLOYMENT OPPORTUNITY POLICY

The policy of the Santa Barbara Community College District is to provide an employment environment in which no person shall be denied full and equal access to, the benefits of, or be subjected to discrimination, in whole or in part, on the basis of ethnic group identification, national origin, religion, age, sex, race, color, ancestry, sexual orientation, or physical or mental disability, or on the basis of these perceived characteristics or based on association with a person or group with one or more of these actual or perceived characteristics, in any program or activity that is administered by, funded directly by, or that receives any financial assistance from the State Chancellor or Board of Governors of the California Community Colleges.

Reasonable accommodation will be provided for applicants with disabilities who self disclose.

The Santa Barbara Community College District supports equal employment opportunity for all employees and qualified applicants for employment. Positive action will be taken by the administration to ensure the implementation of this policy and to overcome any forms of exclusion or discrimination, whether purposeful or inadvertent.

CONFIDENTIALITY GUIDELINES

Applications for District employment are to be considered confidential material. Authorized access to and use of applications is restricted to selection committee members and certain college administrators and Human Resources staff. Applicants who ask are entitled to see their application during interviews. Applications are not returned to the applicant. The candidate is not entitled to see any employment clearances or reference letters. Committee members shall not reveal the names of the persons that have applied for employment with the District nor reveal any applicant's rating within the pool of applicants. Deliberations are kept confidential in the committee.

The proper handling of this matter of confidentiality is of utmost importance in safeguarding the rights of applicants who are entitled to confidential treatment. Caution: Any application material printed by any member of the selection committee must be given the same protection to ensure confidentiality that was given to paper application and screening. All printed application material must be shredded. Consult with Human Resources & Legal Affairs. Any concerns regarding the qualifications or adverse information regarding a specific candidate should be addressed directly to the committee chairperson, the Vice President, Human Resources & Legal Affairs, or the Director of Diversity / Equal Employment Opportunity Officer.
RECRUITMENT AND SELECTION PROCEDURES OF EDUCATIONAL ADMINISTRATORS

This manual contains procedures for implementing District policy in the recruitment and selection of certificated administrative personnel.

I. Pre-Selection Procedures

A. Proposals for new administrative positions or major changes in administrative responsibilities will be referred to the Academic Senate for reactions and suggestions before recruitment and selection procedures are initiated.

B. At the time of a vacancy or pending vacancy in an administrative position, job specifications and qualifications for the position will be reviewed.

C. Announcements of the position including job specifications and qualifications will be publicized both on campus and off campus.

D. A selection committee will be established to conduct screening of candidates' applications and papers and to interview candidates selected in the screening process. The committee membership will consist of:

   3 faculty members appointed by the Academic Senate (for positions related to the credit program);

   OR

   3 faculty members appointed by the President of the Continuing Education Instructors' Association (for positions related to the non-credit program);

   AND

   1 student appointed by the Associated Student Senate (for positions related to the credit program);

   OR

   1 representative of the Continuing Education Citizens Advisory Committee who is a student in the Continuing Education Division (for Positions related to the non-credit program);

   AND

   2 classified employees appointed by the Superintendent/President, and 2 administrators appointed by the Superintendent/President.

II. Selection Procedures

A. The committee will elect its own chairperson by simple majority vote of those committee members present and voting at the first meeting of the committee.

B. The committee will receive appropriate selection procedure orientation from the VP, Human Resources & Legal Affairs or designee.

C. Voting will be by secret ballot and deliberations kept confidential within the committee.
D. The selection committee will recommend not less than three (3) candidates for each position.

E. Committee member interview forms and comments will be signed by committee members and, upon request by the Superintendent/President, will be submitted to the Superintendent/President with the recommended list.

F. The list of those recommended will be transmitted to the Superintendent/President in writing within twenty-four hours after the final interview.

G. When the committee agrees that there are no applicants it can recommend to the next step in the procedure, it may request that the Superintendent/President re-institute the procedure by obtaining more applicants to screen or to be interviewed.

III. Selection/Final Recommendation

A. The Superintendent/President may interview the recommended candidates and may conduct any further check of the candidates, as s/he desires. If one or more of the candidates is found to be satisfactory, one candidate will be recommended to the Board of Trustees in Closed Session. If no satisfactory candidate is found among those recommended, the Superintendent/President will request further recommendations.

B. The Board of Trustees may desire to conduct an interview of the candidate in Closed Session.

C. Final approval is by the Board of Trustees in an open meeting.

IV. Selection procedures for Superintendent/President

In the event of a vacancy or a pending vacancy in the position of Superintendent/President, the Superintendent/President or Acting Superintendent/President will prepare recommendations for procedures to be followed. Such procedures will provide for participation in the screening process by administrators, faculty, students and classified personnel. Recommended procedures will be referred to the Academic Senate for reactions and suggestions before being submitted to the Board of Trustees for approval.
In order to guarantee each applicant an equally fair interview there is a general pattern that should be followed to lower the probability of major discrepancies between interviews. The following is a brief description of a "typical" interview:

1. Chairperson sets climate by introducing applicant to the committee.
2. Chairperson summarizes job and applicant's qualifications.
3. Applicant is invited to describe qualifications for the job.
4. Committee members question applicant and solicit information regarding job qualifications.
5. Committee members identify applicant's strengths or weaknesses and may ask clarifying questions.
6. Applicant is given full opportunity to discuss members' reservations.
7. Applicant is asked if there is anything he/she would like to add or questions to ask.
8. Chairperson closes interview and explains what is to follow in the process.
9. After interview, members discuss applicant's qualifications as they are related to the job.
10. Members evaluate applicant individually according to Evaluation Factors on rating sheet.
11. Members enter written comments regarding applicant's qualifications on rating sheet.
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<th>TWENTY COMMON PITFALLS OF INTERVIEWS</th>
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<td>Interview too short</td>
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<td>Interview too long</td>
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<td>No established interview format</td>
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<td>Applicant does not talk enough</td>
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<td>Too much time on minor details</td>
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<td>8.</td>
<td>Omission of major areas</td>
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<td>“Snow job”</td>
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<td>Yes/No questions</td>
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<td>Unrelated/Illegal questions</td>
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<td>Distractions</td>
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<td>Stress Questioning</td>
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<td>15.</td>
<td>“Halo” effect</td>
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<td>16.</td>
<td>Vague Questioning</td>
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</table>
17. Appearance/Dress

Applicant rated on how he/she appears rather than on qualifications.

18. Prejudice/Discrimination

Illegal to allow in interview process and causes lawsuits.

19. Improper use of rating sheet

Incomplete ratings, no comments, using factors not job-related

20. Being swayed by other members

Each committee member must rate applicants independently, after appropriate discussion.

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QUESTIONING THE APPLICANT

The committee will have developed a list of questions in advance of any candidate interviews. The questions will be reviewed and approved by HR/LA and the EEO officer. All candidates should be asked all questions.

Any instructions to be given to candidates prior to interviews (i.e. demonstrations or lecture preparation topics) must be provided to HR/LA in writing prior to scheduling of interviews on the Interview Instructions Form.

The actual questions asked of all candidates during an interview should provide the candidates with an opportunity to clarify their perceptions of the written position description and to discuss their concept of and approach to the responsibilities of the position.

The questions should provide the interviewers with the information they need to assess the qualifications of the candidates in relation to the written position description. They should also provide the candidates with an opportunity to express their views on both the position and what they could bring to it. Some sample questions which may be asked during the interview process are listed below. Naturally, these questions should be revised to reflect the particular concerns of the department.

1. Please tell us about yourself, your education, your background, your experience and other pertinent things which might relate to this position you are seeking?

2. What do you consider to be your greatest strengths related to this position?

3. What is your understanding of the major duties of this position?

4. How do you see your particular skills, experiences, and expertise in relation to this position?

5. What questions do you have about Santa Barbara City College, the department, the community, or the expectations of various constituencies for the incumbent of this position?

6. What would you like to be doing five years from now?
MANDATORY: Candidates must be asked at least one question to assess experience working with the diverse academic, socio-economic, cultural, and ethnic backgrounds and disabilities of community college students.

A data bank of questions has been developed to address the diversity evaluation factor required by AB1725 and district policy and is available upon request to the Director of Diversity/EO Officer.

### INAPPROPRIATE QUESTIONS

Santa Barbara Community College District is an Equal Employment Opportunity/Title IX Employer and we have certain limitations on our interviewing procedures.

**THE EDUCATION CODE WHICH GOVERNS ALL CALIFORNIA SCHOOL DISTRICTS REQUIRES THAT NO QUESTIONS RELATING TO POLITICAL OR RELIGIOUS OPINIONS, AFFILIATIONS, RACE, AGE, COLOR, SEX, NATIONAL ORIGIN OR ANCESTRY, DISABILITY, SEXUAL ORIENTATION OR MARITAL STATUS SHALL BE ASKED OF ANY APPLICANT.**

**Age:** There are no minimum or maximum age requirements for Santa Barbara Community College District employment except in instances where state laws dictate a specific age requirement.

**Political or Religious Affiliation:** No questions may be asked on the matter of political or religious affiliation or opinions.

**Race:** Applicants may not be disqualified on the basis of their race or national origin, nor may any questions be asked of them with regard to their race.

**Sex:** An applicant has the right to be considered regardless of sex or sexual orientation or perceived. Each applicant should receive equal consideration and be rated according to his or her qualification to perform the required duties. Do not ask questions of female applicants that you would not normally ask of male applicants. Examples:

- Do you have a reliable babysitter? What will you do if your babysitter can’t make it?
- How does your husband feel about you working overtime?
- Would your wife mind if you worked in the evenings?
- How would you be able to manage your home and work efficiently?
- Do you plan on having more children? How will you time your baby in terms of the school year?

All questions concerning "How does your wife/husband/partner feel about..." should not be asked.

**Physical Condition/Disability:** A medical examiner, not the interview committee, determines whether the applicant is physically able to do the job or whether he/she has a physical disability that would disqualify him/her doing the job.
EVALUATING THE CANDIDATE

Once the applicant has left the interview room, the committee is ready to discuss and rate the applicant.

It is important that the committee members discuss openly what they obtained from the interview about the applicant's qualifications. A full discussion by the members will often reveal important information and clarify possible misunderstandings about the applicant.

As always, discussion should be centered on the candidate's qualifications to do the job, not on characteristics or experiences unrelated to the job.

In rating the applicant each committee member must utilize his or her best judgment as to how the applicant compares against the evaluation factors on the rating sheet. Two samples (A and B) follow. The committee must select one to use. Rating sheets will be collected. A Progressive Ranking Table is also provided for committee use at the option of the committee. It is especially important that the committee be consistent in rating candidates against previously defined factors. This is not the only the most accurate means of determining the top candidates but also is useful in the event of appeals. The committee's evaluation of each applicant must be based on job-related criteria as represented by the Evaluation Factors.
Santa Barbara City College
Office of Campus Diversity

Sample Diversity Interview Questions

Faculty:
(Using sciences as an example)

Academic experiences:
SBCC's student population is diverse in many ways (e.g. socio-economically, ethnically, religiously, etc.) and we are preparing scientists for a globalized 21st century. What experiences have you had teaching diverse student populations? Please explain the breadth and scope of these experiences.

Pedagogical strengths and demonstrated success:
Describe your teaching style. What is your approach to preparing and delivering new content or reviewing existing concepts? How do you make accommodations for different learning styles, while maintaining a rigorous set of academic expectations?

We expect that employees have a demonstrated record of teaching success with historically underrepresented populations. Please share with us some examples of your demonstrated achievements in the area of inclusive, student-centered curricula and communication skills.

Illustrate your personal interactions with students in the laboratory, and please describe the technology you may incorporate in a given lesson.

Tell us a little bit about your rapport or approach with students. For example, if you noticed that a student was absent from class for several sessions, what would you do?

Personal achievements and non-academic life experiences:
Please tell us about any skills, talents, or experiences, outside of the sciences, that you feel will make you an effective community college educator.

Staff

Academic experiences:
SBCC is looking for chief contributors to an educational community that respects and affirms the spectrum of human diversity. Tell us about your previous campus experiences in this role. That is, how have you upheld an inclusive philosophy and practice?

Record of demonstrated success:
We expect that employees have a demonstrated record of collaboration with historically underrepresented populations. Please share with us some examples of your demonstrated achievements.

Community colleges are committed to ensuring the success and achievement of culturally diverse populations. How would you describe your role at SBCC and what would you do (policies, initiatives, practices) to uphold our mission to serve all students equitably?

Professional development:
We are looking for candidates who are eager to attend workshops and professional growth opportunities that market best practices for culturally diverse student populations in community colleges. Have you engaged in these types of workshops in the past? If so, please describe your experiences?
**EVALUATION SUMMARY**

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>EXCELLENT</th>
<th>STRONG</th>
<th>AVERAGE</th>
<th>BELOW AVE.</th>
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<tbody>
<tr>
<td>1. TEACHING DEMONSTRATION (if applicable)</td>
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<td>3</td>
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<td>2. WRITTEN ASSIGNMENT (if applicable)</td>
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<td>3. GENERAL BACKGROUND (Education and Experience)</td>
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<td>4. TEACHING TECHNIQUES/SKILLS</td>
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<td>5. PROFESSIONAL EXPERTISE/TECHNICAL KNOWLEDGE</td>
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<td>6. UNDERSTANDING OF COMMUNITY COLLEGES (Purposes, Goals, Programs)</td>
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<td>7. CROSS-CULTURAL ATTITUDES</td>
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<td>(Experience working with students from diverse backgrounds)</td>
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<td>8. COMMUNICATIONS SKILLS</td>
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<td>9. GENERAL IMPRESSION OF CANDIDATE'S JOB-RELATED QUALIFICATIONS</td>
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<td>10. POTENTIAL EFFECTIVENESS AS REVEALED IN THE INTERVIEW</td>
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<td>11. FAMILIARITY WITH COMPUTERS &amp; OTHER MULTI-MEDIA TECHNOLOGIES</td>
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<td><strong>COMMENTS:</strong></td>
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**INTERVIEWER'S SIGNATURE** ___________________________ **DATE** ___________  **Note:** This form will be filed with the Human Resources & Legal Affairs Dept. and is subject to audit by authorized State and Federal agencies should they be required by law to undertake a review of employment procedures in response to any complaint alleging discrimination.
HUMAN RESOURCES  
CERTIFICATED INTERVIEW RATING SHEET

CANDIDATE ______________________  POSITION ______________________

INSTRUCTIONS TO RATER: Rate candidate on each of the evaluation factors listed below. Check box which most closely indicate candidate's knowledge, skills, or abilities. Enter comments on lower half of sheet.

<table>
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<tr>
<th>EVALUATION FACTORS</th>
<th>HIGH</th>
<th>HIGHEST</th>
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<tbody>
<tr>
<td>1. Evidence of a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of Community College Students.</td>
<td>1</td>
<td>2</td>
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<td>2. Ability to communicate effectively, alertness, motivation and interest in position, career objectives, goals, basic responsibilities of position.</td>
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<td>3. Familiarity with computers &amp; other multi-media technologies.</td>
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OVERALL RANKING # _____________ OF ___________

RATER'S SIGNATURE ______________________ DATE _____

COMMENTS:
### CANDIDATE PROGRESSIVE RANKING TABLE

**Rank Order**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Candidate</th>
<th>A</th>
<th>B</th>
<th>C</th>
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### INSTRUCTIONS

After candidate #1 is interviewed he/she is automatically ranked first in column "A" as he/she is the top candidate of those interviewed to that time.

After the second candidate is finished with the interview, he/she is ranked #1 if he/she is the stronger candidate of the two thus far interviewed – in this case the first candidate becomes rank #2. If on the other hand, the first candidate remains higher in the rater’s opinion, he/she maintains the #1 rank in column "B" and the second candidate becomes rank #2.

After each interview, all prior candidates are reviewed and the same or next rank lower is assigned in the next column to the right, depending upon the judgment of the rater.
ON-LINE APPLICATIONS

The application process for all faculty and educational administrator positions is through the on-line process at

http://jobs.sbcc.edu

Application deadlines are firm and are electronically managed. Application support for applicants is available through HR/LA upon timely request.

Interview committee members will be provided with time limited passwords so that they may review all completed applications submitted for the position to be filled.

Screening of application is available on-line 24/7 at https://jobs.sbcc.edu/hr

SCHEDULING INTERVIEWS

No interviews will be scheduled without completion of the Interview Instruction Form by the Department Chair.
This form is available on-line and should be submitted electronically to Nancy Baird, HRLA bairdl@sbcc.edu.
Please allow at least two weeks notice to HR and to candidates invited for an interview.

The District does not provide reimbursement for travel expenses associated with interviews. It is possible to arrange electronic interviews through HR/LA. Note that a finalist must be present for either the committee interview or the interview with the Superintendent/President. A candidate who travels to the college for a committee may be scheduled for a courtesy meeting with the Superintendent/President during the same visit to campus upon request.

Candidates must have the right to currently work permanently in the US in order to be interviewed. SBCC does not sponsor employees.

When finalists are selected, final interviews with the Superintendent/President will not be scheduled without completed MQ verification by the Department Chair on the form provided by HR. The Chancellor’s Office MQ Guidelines are available on the HR/LA home page. The college discourages hiring of regular faculty by equivalency. No faculty may be approved for an equivalency without the approval of the Department Chair, the Dean and the EVP.
INTERVIEW INSTRUCTIONS FORM

POSITION:__________________________________________  Ed. Adm.  Tenure-Track  Temporary  

VP/DEAN:__________________________________________  Ext.  DEPARTMENT CHAIR:______________________  Ext:   

SELECTION COMMITTEE:___________________________________________________________

___________________________________________________________

APPLICANTS selected for interview:

___________________________________________________________

___________________________________________________________

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ALTERNATES (Please list in order of priority):

1._________________________________________________________  4._________________________________________________________

2._________________________________________________________  5._________________________________________________________

3._________________________________________________________  6._________________________________________________________

INTERVIEW ARRANGEMENTS: DATE(S) / TIMES / LOCATION(S)

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SPECIAL INSTRUCTIONS for interviewees, including tours, teaching demonstrations, writing assignments, etc.:

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The Department will ___ will not ___ offer a personal campus tour to applicants selected for an interview.
NAME ___________________________ K # ________________________

DISCIPLINE ___________________________ FSA (Tenure Track Only)

☐ MINIMUM QUALIFICATIONS: The applicant named above possesses the minimum qualifications provided for in Ed Code Section 87356 et sec., and Title 5 Sections 53400-53430, and the Board of Governors List of Disciplines* for the above discipline. This has been verified by review of the applicant’s official college transcripts and other application material. The applicant’s background is as follows (degrees, experience):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

☐ CREDENTIAL: The applicant named above possesses a valid California Community College Credential in the following subject matter area (s)

________________________________________________________________________

Completed by: ___________________________ Date: ________________
Department Chairperson

Verified by: ___________________________ Date: ________________
Certification Clerk

Reviewed by: ___________________________ Date: ________________
Vice President HRLA

☐ EQUIVALENCY TO MINIMUM QUALIFICATIONS: The Chairperson certifies that the applicant named above possesses the equivalent of the Minimum Qualifications provided for in Ed Code Section 87356 et sec., and Title 5 Sections 53400-53430, and the Board of Governors List of Disciplines*. This determination has been made in accordance with the District’s equivalency policies. This equivalency determination is based upon the following applicant information (describe in detail specific education, other accomplishments, evidence reviewed. Please attach separate sheet if necessary):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Date Board Approved ___________________________ Date: ________________
Department Chairperson/Committee Chairperson

Date: ________________
Dean

Date: ________________
Executive Vice President

*For Link to CCC Minimum Qualifications see HR Home Page http://www.sbcc.edu/hr/

G:Certificated Forms/Committee Orientation/Guide for Selection Committees-Faculty 8/16/08
NOTICE OF NON-SELECTION TO “IN-HOUSE” EDUCATIONAL ADMINISTRATOR APPLICANTS

When an “in-house” Educational Administrator applicant is not selected during the selection process, the applicant is to be contacted as soon as possible and informed of his/her non-selection as indicated below. This is done as a professional courtesy and should help support the applicant’s morale when hearing of his/her non-selection.

- Not selected for committee interview – “in-house” candidate notified by EVP/Dean/Associate Dean or Superintendent/President, as appropriate, personally and as soon as possible. (Automated email notification through PeopleAdmin does not occur until later in the process.)

- Interviewed by committee but not selected as finalist (top 3) - notified by EVP/Dean/Associate Dean or Superintendent/President, as appropriate, prior to initiation of interviews with Superintendent/President.

- Interviewed by Superintendent/President (top 3 candidates) but not selected – In-house candidates notified by Superintendent/President after job offer has been accepted by the selected candidate.