ARC Faculty Hiring Report
2023-2024

Summary. This report summarizes available data from the 2023-24 full-time faculty hiring searches at American River College (ARC) and provides recommendations to improve hiring outcomes in 2024-25.

Background. ARC was approved to recruit for 22 full-time faculty positions - including one emergency hire - during the 2023-24 recruitment cycle. The college successfully hired 12 of these open positions. In October 2024, the ARC Academic Senate adopted a resolution urging the Office of Institutional Research to "conduct a study of the fall 2024 faculty hiring process to answer the questions of what themes and trends can be gleaned from these 22 full-time searches to improve future full-time faculty search committee processes" (see Appendix A). The findings were requested by the end of the term in order to inform the upcoming 2024-25 faculty search cycle.

This report was written by the ARC Office of Institutional Research in response to the Academic Senate request. While the faculty hiring process is detailed online (see website and Appendix B), what goes into each search is highly confidential. As noted in the LRCCD Faculty Hiring Manual, "The entire selection process requires the greatest sensitivity on the part of the committee members regarding the need for confidentiality in perpetuity" (p. 13). Collection of such confidential data presented a particular challenge for the Office of Institutional Research which does not maintain such information. Nonetheless, in consultation with LRCCD Human Resources, the ARC Office of the President, and the ARC Office of Equity, Institutional Effectiveness & Innovation, we were able to obtain existing data from secondary sources for the 21 originally approved searches, to be reported in aggregate in order to maintain confidentiality and inform future search processes.[1]

The following report includes:

1. A snapshot of hiring during the 2023-24 academic year

2. Context regarding the success rates of recent search cycles within the district

3. Areas of potential improvement with an eye toward key functions which could streamline the hiring process and/or improve faculty recruitment outcomes in the 2024-25 cycle

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[1] The Academic Senate requested themes and trends from 22 searches. However, data was only available for 21 of the searches given that the emergency *Nursing - Surgical* faculty search was postponed until 2024-25. Therefore, this report focused on the 21 searches for which data was available. The reliance on multiple secondary sources of data has resulted in some inconsistencies in the numbers but the overall trends and takeaways remain sound.

2023-24 Hiring Cycle. During the 2023-24 academic year, ARC was approved to conduct 22 tenure-track faculty searches. Of the 22 searches, 12 were successful (55%), 9 failed or were cancelled (41%), and 1 was postponed (5%).[2] Some areas were able to successfully fill all of their open positions while others did not fill any of the positions posted (see Table 1).

Table 1. Status of Tenure-Track Faculty Searches at ARC 2023-24

People, Culture, and Society

Anthropology (Biological Emphasis) Assistant Professor	Filled
Ethnic Studies Assistant Professor (Emphasis in African American Studies)	Filled
Psychology Assistant Professor (Research Methods and Statistics)	Filled
Ethnic Studies Assistant Professor (Emphasis in Chicanx/a/o Studies)	Not Filled
History Assistant Professor (African American History)	Not Filled
History Assistant Professor (Native American History)	Not Filled
Psychology Assistant Professor (Biological Psychology)	Not Filled

Business

Accounting Assistant Professor	Filled

Counseling

Counselor	Filled

Health and Education

Nursing (Registered Nurse - RN) Assistant Professor (Medical Surgical Focus)	Not Filled
Nursing (Registered Nurse - RN) Assistant Professor (Psychology - Mental Health)	Not Filled

Language and Communication

English as a Second Language (ESL) Assistant Professor	Filled
Speech Communication Assistant Professor	Filled

STEM

Biology Assistant Professor (Anatomy & Physiology)	Filled
Biology Assistant Professor (Anatomy & Physiology)	Filled
Organic Chemistry Assistant Professor	Filled
Chemistry Assistant Professor	Not Filled
Computer Information Science Assistant Professor (Cybersecurity, Networking and Core)	Not Filled
Computer Information Science Assistant Professor (Programming and Web)	Not Filled

Manufacturing, Construction, and Transportation

Automotive Collision Technology Assistant Professor	Filled
Design and Engineering Technology Assistant Professor	Filled
Electrician Trainee Assistant Professor	Not Filled

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[2] While unfilled positions are commonly referred to as "failed" searches, for the purposes of this report a "cancelled" search is defined as when zero candidates were interviewed in the 2nd round and a "failed" search is defined as when at least one candidate was interviewed in the 2nd round and either no offer was extended or any offers were declined.

Additional disaggregation of the outcomes of the unfilled positions shows that 3 of the 9 unsuccessful searches were cancelled in advance of 2nd round interviews (see Figure 1).

Figure 1. Outcomes of ARC Faculty Searches (2023-24)
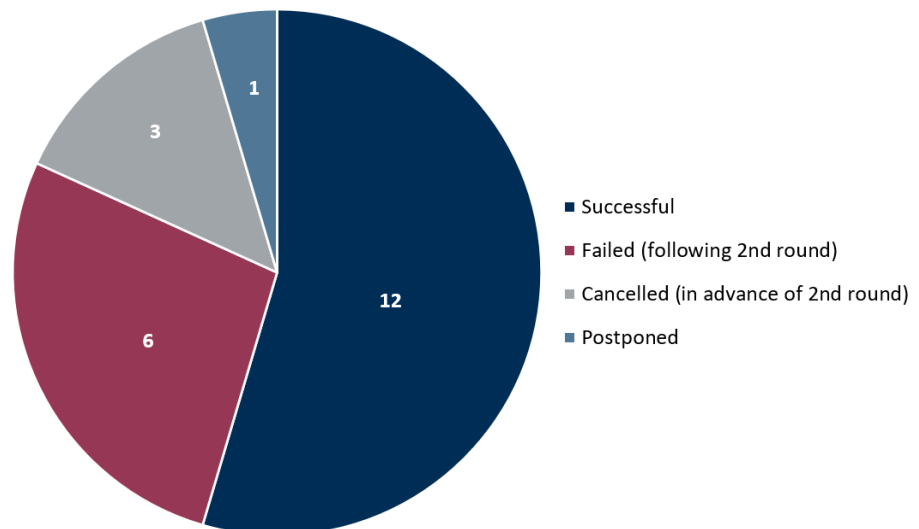
Furthermore, offers were extended for 12 successful positions and 3 failed positions, suggesting that half of the 6 failed searches ended due to an offer not being extended while the other half ended due to the offer(s) being declined by the finalists (see Figure 2).

Figure 2. Hiring Stage Reached for ARC Faculty Positions (2023-24)

A few key reasons the 9 faculty searches in the 2023-24 hiring cycle were unfilled include:

Candidate Pool
- Some committees decided not to move forward with the process at various stages due to a limited pool of qualified candidates
- Some pools resulted in less than 3 candidates who were recommended, qualified for, and interested in 2nd round interviews

Candidate Availability
- Applicants withdrew from the search at various stages of the process
- Some communicated this was due to personal commitments, accepting other positions, and/or lack of clarity on compensation

Next, we explored how applicant pools in filled and unfilled positions compared throughout various stages of the hiring process. As shown in Table 2, unfilled searches started out with smaller applicant pools, on average, when compared with successful searches. Furthermore, on average, fewer candidates moved through each stage of the pool in unsuccessful searches compared to successful searches. This suggests that efforts focussed on increasing the pool of qualified applicants could have a positive impact on the outcomes of future searches.

**Table 2. ARC Faculty Average Applicant Pool by Stage and Search Outcome (2023-24)**

	All Searches (21)	Successful Searches (12)	Failed/Cancelled Searches (9)
Average number of applicants	23.3	29.5	14.2
Average number of applicants reviewed by each committee*	19.1	24.8	10.5
Average number of applicants invited for 1st round interviews*	7.5	8.7	5.8
Average number of applicants recommended for 2nd round interviews*	2.8	3	2.5

per active search

Furthermore, at the final stage shown in Table 2 we see that fewer than 3 candidates, on average, were recommended for the 2nd round interviews of each of the 6 active, but ultimately failed, searches at that stage. Searches with an average pool of 3 strong candidates recommended for 2nd round interviews were associated with successful outcomes.

ARC Hiring in Context. In order to contextualize faculty search outcomes of 2023-24, we reviewed data across the district over the last three years. In 2021-22 and 2022-23, all LRCCD campuses hired 100% of the positions posted in fall and spring (see Figure 3). In contrast, none of the campuses filled 100% of the positions posted in 2023-24. ARC had the lowest rate of successful searches within LRCCD in 2023-24.

Figure 3. LRCCD Faculty Search Outcomes from 2021-22 to 2023-24
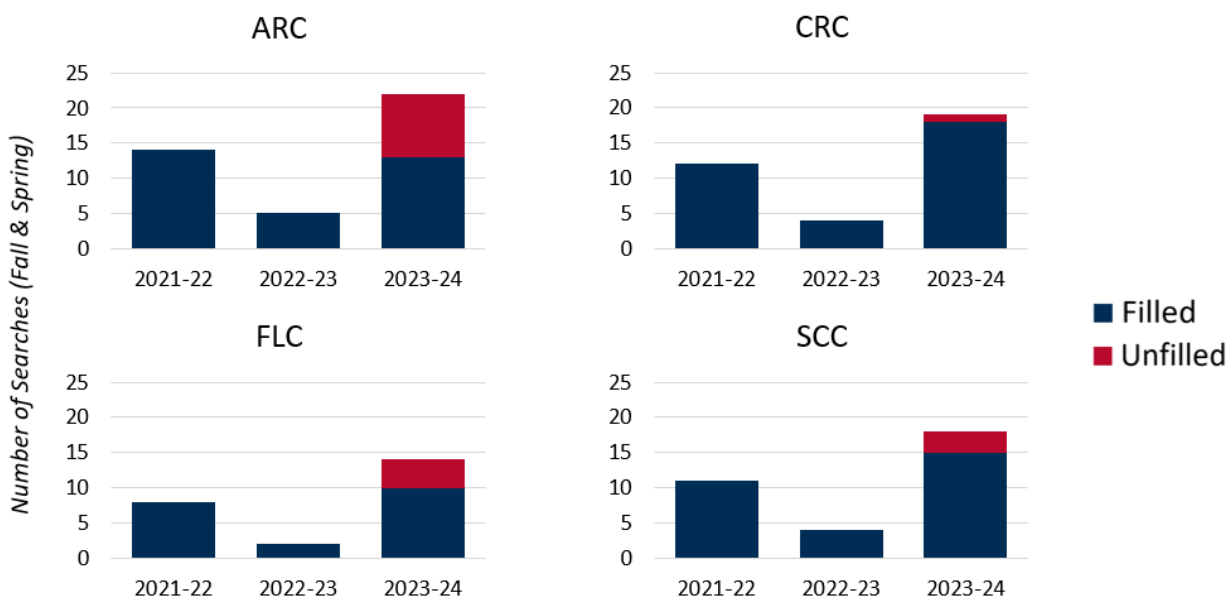
Source: LRCCD Board Retreat – Human Resources Updates

Across LRCCD, colleges attempted to recruit more faculty positions in 2023-24 compared with recent years. While in 2022-23 LRCCD colleges successfully hired 100% of the 2-5 open faculty positions, in 2023-24 LRCCD was unable to fill all of the 14-21 positions listed at each college. The increase in hiring throughout the district appears to be correlated with a decrease in fill rates. Increased capacity for hiring efforts at the college and district level, timely turnaround at various stages of the process, and clarification of the policies and practices surrounding faculty searches could help increase fill rates at ARC during times with high levels of ongoing searches.

During a time when many faculty searches were underway within the district, colleges may have been competing for some of the same highly qualified applicants. The majority (79%) of faculty hired in the district during 2023-24 had prior experience working at one or more LRCCD campuses as an adjunct faculty member, up from 58% in 2021-22 and 60% in 2022-23 (Board Retreats). This suggests a local connection for the vast majority of successful applicants who applied, met qualifications, were competitive within the applicant pool, and ultimately decided to accept positions within the district. Furthermore, the majority, if not all, of the faculty who accepted the 12 positions at ARC in 2023-24 were based not only in California but specifically in Sacramento County and the surrounding area. This hints at potential areas to build on our strengths and enhance our recruitment and hiring practices.

Considerations for the 2024-25 Hiring Cycle

In order to improve the hiring process in the upcoming search cycle, ARC would benefit from maintaining current best practices, enhancing resources and capacity, and striving for efficient turnarounds, wherever possible.

Engage in efforts to increase local applicants
Given that the majority of successful candidates for LRCCD tenure-track positions in 2023-24 had experience as adjunct faculty within the district, additional efforts to ensure that current and former adjunct faculty in the area are aware of openings could increase the number of applicants in the pool who are highly qualified and interested in working in the Sacramento area (and for ARC in particular). Current faculty across the district who teach in the area of interest could help spread the word to qualified candidates who may be interested in working at ARC if they are sent an announcement of the position, especially in the case that their departments are not hiring for similar positions. At the same time, it is important to note that focusing additional efforts solely on recruiting adjunct applicants could be insufficient in "achieving the college and district's goal of employing a body of faculty who reflect the diversity of the student population we serve" (see Appendix A) given that adjunct faculty at ARC are not any more diverse as a whole than tenure/tenure-track faculty at ARC (Data on Demand, Fall 2023). As an effort to recruit locally beyond LRCCD, sharing the news with career centers or academic departments at local universities such as UC Davis or Sacramento State may help to increase applications from qualified candidates who are interested in living and teaching in the area, some of whom may even have familiarity with our student population from their time studying at LRCCD. Some such efforts are already underway. ARC, along with other colleges in the district, recently met with Sacramento State regarding this topic.

Increase outreach and recruitment efforts for qualified out-of-area applicants
Given the multitude of simultaneous faculty searches across the district in 2023-24, some of which were for similar positions, hiring at ARC may benefit from increased outreach and recruitment efforts to reach a broader applicant pool outside of the area in future search cycles. In 2023-24, 46% of applicants to all LRCCD positions heard of the job postings on Indeed.com. However, it is unclear if that is the most effective platform for recruiting applicants who are interested in and meet the qualifications for tenure-track faculty positions at ARC. ARC may wish to request a list of the hiring platforms where successful faculty candidates over the past few years have heard about job openings from LRCCD Human Resources and use such a list to spark ideas for future searches. A certain amount of recruitment takes place at the district level but departments can also advertise the position in additional outlets. ARC may wish to consider setting aside funds to support the outreach and recruitment of applicants from beyond Sacramento County, particularly when similar positions are posted at other colleges within the district. Departments may also be able to advertise for no cost if they belong to certain academic or professional organizations. Beyond outreach, it is important to understand and communicate, as appropriate, district policies relevant to some out of area candidates such as whether we are able to sponsor work visas, availability of partial travel reimbursement for

in-person interviews, and if there are any funds to support relocation costs. It is unclear the extent to which candidates are willing to move or commute long distances for a tenure-track position within LRCCD under current policies and practices so the Academic Senate may benefit from inviting LRCCD Human Resources to share a more detailed understanding of the policies and practices fixed in place for legal compliance/equity and areas where there is more flexibility and discretion allowed at the college level or on a case-by-case basis.

Enhance support for finalists to connect with Human Resources to determine compensation
LRCCD Human Resources typically determines tenure-track faculty compensation during the onboarding process by reviewing transcripts and experience, following the acceptance of the verbal offer of employment. Verbal offers are therefore extended to finalists without including salary information. However, some finalists understandably require a sense of their compensation in order to accept a job offer. Finalists are directed to contact the appropriate HR staff member to request a review if they are interested in learning their anticipated compensation. Candidates applying from out of the area and/or without LRCCD adjunct experience, may find estimated compensation information particularly helpful as they may be able to more confidently commit to relocating if they can get a sense of their overall compensation before accepting the offer of employment.

Consider the use of Artificial Intelligence (AI) tools to increase efficiencies where appropriate
While many of the components of the hiring process are highly confidential and therefore not encouraged to send to an outside entity, the careful and thorough development of the job description, for example, could be more efficient with the assistance of AI tools such as ChatGPT. A prompt such as "Sample job description for tenure-track faculty at California Community College" returns a sample job description to help outline areas for consideration and spark ideas. A more specific prompt such as "Another way to say 'an understanding of the student population at our college' in a job description" returns multiple options including "Comprehension of the academic and social needs of our students" and "Proficiency in engaging with our diverse student population", providing a starting point for brainstorming the final wording among the contributors.

Encourage all faculty to participate in Hiring the Best and Equity Representative Training
An estimated 2 of 5 full-time faculty at ARC are approved to serve on hiring committees and as equity representatives during Spring 2025. The 2024-25 faculty hiring cycle is expected to consist of 29 approved searches, 8 more than in 2023-24. ARC leadership may wish to encourage all faculty to engage in the training so that hiring committees can be fully staffed without placing an undue burden on those who have completed the training, especially given the likelihood that not all trained faculty will be available or eligible to serve[3]. If possible, an email sent specifically to faculty who do not have current training on file with the link to sign up for an upcoming training and instructions for updating records for those who completed the certification within LRCCD but outside of ARC could help increase the proportion of faculty who

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[3] Faculty with current training may serve as equity representatives on hiring committees for which a) they are not a direct report to the committee chair (i.e., the dean) and b) the position is not for a hire within their own department.

are approved to serve on hiring committees and decrease the time needed to appoint them to hiring committees. Some faculty have current training through LRCCD but their certification is not automatically transferred to ARC, potentially slowing down the process for appointing them to a hiring committee. The process for appointing faculty to a hiring committee could be further streamlined through proactive efforts to update training records at the college level. Finally, if certain departments are identified to have less than 50% of faculty with current training, they may benefit from being offered a batch certification training session to be conducted during a convenient time identified in coordination with the division dean.

Maintain and increase the capacity for hiring processes
An increase in hiring without a parallel increase in capacity to facilitate the hiring process may slow down an already time-intensive process. Searches launched in January tend to go to the Board of Trustees for approval as early as May (see Appendix B for Sample Hiring Schedule). In that span of time, candidates may drop out of the applicant pool due to accepting another position. In the 2023-24 hiring cycle, the majority of ARC's finalists were approved by the Board of Trustees in July while the majority of finalists from other colleges were approved by the board in June. While this difference in timeline did not appear to result in a loss of any candidates, it is worth noting that this was the timeline when ARC was conducting 21 searches, 12 of which were successful. If ARC intends to conduct 29 searches in 2024-25 with a higher fill rate, extra efforts may be necessary to make that feasible on a timeline which allows the college to have a chance at recruiting candidates of interest. The timeline for hiring could be condensed if those involved in the process have the capacity to commit to quick turnaround times wherever possible. Some ideas include training additional faculty to serve on hiring committees and as equity representatives, communicating the importance of faculty representation to those asked to serve on hiring committees, increased capacity for LRCCD Human Resources to decrease or maintain turnaround times when applications increase, and an understanding of the numerous stages in the hiring process (see Appendix B) that require close attention to move the process forward at a speed conducive to recruitment. In addition, a position with dedicated time to oversee college-level equity review (such as the former AVP of Equity and Innovation) could help maintain the timeline toward successful searches.

Increase communication of final results while maintaining necessary confidentiality
Once a finalist is chosen and they have accepted the position, other candidates are notified that they were not chosen and the VP of Instruction notifies the committee chair of who was chosen. The committee may be copied on the communication or the chair can be encouraged to notify the committee of who was selected. To further improve communication of the outcome, we recommend an additional announcement be sent to the division and/or academic senate by the VPI (for instructional faculty) or the VPSS (for counselors/librarians) following board approval. In the case of a failed search, the committee, division, and/or academic senate can be notified that the finalist(s) were not available or that no finalist was identified within the pool, and that the search has failed.

Put forward all candidates of interest to the 1st and 2nd round of interviews
HR policies do not allow for returning to the pool or designating alternates after 1st and 2nd level interviewees have been identified so the top qualified candidates should be put forward for consideration. In addition, it is important to note that not all candidates who are selected for interviews by the search committee will necessarily qualify for or accept the invitation to interview. Some drop off is to be expected in the list of those put forward for interviews, especially as time goes on and candidates accept other job offers and/or determine if they wish to attend in-person interviews. It is generally recommended that the top three candidates be put forward for 2nd round consideration but if there are more candidates of interest then more than 3 could be put forward with the understanding that any of them could receive a job offer. The in-person interviews required at the 2nd level in addition to the reference checks may provide additional insight that does not come across in the 1st round of interviews so - along with pools potentially decreasing due to candidate interest, availability, and eligibility - it stands to reason that sending 3 or more qualified candidates forward may result in a higher chance of a successful search than sending less than 3 candidates forward.

Closing. In conclusion, ARC engaged in substantial hiring efforts in 2023-24 which resulted in 12 successful searches. This report has highlighted some of the areas of strength associated with the successful searches (e.g., larger applicant pools, local candidates) and areas that could improve the fill rates of the forthcoming 29 faculty searches (e.g., training, outreach and recruitment, understanding of policies/practices/timelines). Additional focused efforts were recommended in order to maintain and improve upon current sound recruitment practices in future hiring cycles.

Appendix A
Academic Senate Resolution

Resolution in Support of Institutional Research on the Fall 2024 Faculty Hiring Process
(Adopted 10/10/2024)

Whereas, the American River College faculty hiring process is a critical factor in achieving the college and district's goal of employing a body of faculty who reflect the diversity of the student population we serve,

Whereas, 10 of the 22 full-time faculty searches that American River College ran during the 2023/2024 academic year did not result in a successful hire,

Whereas, the State fiscal situation is uncertain regarding the availability of resources to run future full-time faculty positions,

Whereas, section 87360 (b) of the California Education Code states that
"hiring criteria, policies, and procedures for new faculty members shall be developed and agreed upon jointly by representatives of the governing board, and the academic senate, and approved by the governing board."

Whereas, American River College is committed to making data-informed decisions to evaluate and improve institutional effectiveness,

Whereas, current institutional efforts like the Cluster Hiring initiative seek to improve the recruitment, interviewing, hiring, and on-boarding of full-time faculty,

Resolved, that the American River College Academic Senate work with (or more strongly, urges) the Office of Institutional Research to conduct a study of the fall 2024 faculty hiring process to answer the questions of what themes and trends can be gleaned from these 22 full-time searches to improve future full-time faculty search committee processes.

And
Resolved, that the ARC Academic Senate requests the Dean of Institutional Research present the findings of this study to the Academic Senate prior to the start of the spring 2025 semester.

Appendix B
Faculty Hiring Timelines and Processes

Faculty Prioritization Process Timeline Fall 2024

Action/Procedure	Responsible Party	Deadline
Availability of Online Faculty Request Form	Vice President of Instruction and Academic Senate President	9/18/2024
Completed Online Faculty Request Form	Department Chair and Deans	10/15/2024
Verification of Online Faculty Request Form and Missing Submissions	Vice President of Instruction and designees	10/21/2024
Review of Faculty Request Forms	Area Deans / Senators	October 22 through November 3, 2024
Presentation of Faculty Requests at Academic Senate Meeting	Academic Senate President, Vice President of Instruction and Deans	10/24/2024
Academic Senate Affirmation	Academic Senate President	11/7/2024
Rankings presented to College President	Vice President of Instruction and Academic Senate President	11/12/2024
Announcement of Spring 2025 Faculty Hires	College President	Tentatively - Week of November 25, 2024
Completion of Job Descriptions for each Faculty Request	Department Chair and Deans	12/5/2024

https://inside.arc.losrios.edu/faculty-and-staff/office-of-the-vice-president-of-instruction/faculty-prioritization-process-timeline

LRCCD Hiring Process Flowchart

LOS RIOS
COMMUNITY | HUMAN
COLLEGE | RESOURCES
DISTRICT | RECRUITMENT

Process for regular faculty (and externally advertised LTT), management, and classified positions. Student, adjunct, and temporary clerical position recruitment conducted at hiring department level.

Initiator
Posting Request Made to Admin. Officer (VP/DO Admin)

→

Forward to HR/ HR to Fiscal for Approval

→

Approved?

Yes →

Forward to HR for Final Review (w/ confirmation from HR dept. then college approval)

→

Posting Opened / Advertised (minimum of 14 working days for classified; 40 for faculty & management, min. 10 for LTT)

→

Posting Closed

No ↓

Initiator
Returned to Submitter

HR Processes (approx. 5 days) Attachments added, quality control, screening for min quals. & preference

↓

Notification to disqualified applicants via email by HR

→

Initiator
Applicant Pool Released to Hiring Dept. (LRCEA Transfer - First; Faculty - EQ First)

↓

EQ Granted?
Yes →
No ↓

Initiator
Return to HR

→

Initiator
College Notifies HR Candidates to be Interviewed EEO demo reviewed/ approved by HR Director **(REQUIRED)**

↓

Approved?
Yes →
No ↓

Initiator
Returned to Submitter

→

Initiator
Campuses Schedule Interviews for classified, management and faculty

↓

Candidates not selected notified via email by HR

→

Initiator
College Notifies HR Candidate Recommended Approved by VP/ DO Admin; HR Notified; reference checks conducted

→

Initiator
Offer Made to Candidate HR offers for external classified/reference checks; hiring dept. for mgmt. and faculty; name to board for approval/employment for processing

↓

Candidates not selected notified by hiring dept. & via email from HR

↓

College submits hiring documents for board approval (Recommendation for hire)

→

Initiator
Posting Closed. Hiring dept. forwards paperwork as 3 pdfs to HR@losrios.edu within 10 business days; reviewed by HR for equity

KEY:
- Yellow - College/Dept. Action
- Blue - Human Resources Action
- Rose - Process Information

https://employees.losrios.edu/lrccd/employee/doc/hr/how-to/hiring-process-flowchart.pdf

Sample Faculty Hiring Schedule

Position Posted - (40 Calendar Days-excludes holidays)	1/31
Position Closes	3/1
Minimum Qualification Review by HR	3/1 – 3/9
HR Releases Pool	3/9
1st Interview Committee Meeting (Pool cannot be released until screening criteria and interview questions are submitted)	SELECT DATE Prior To 3/1
Committee Screening And Due Date	3/9 – 3/20
2nd Meeting – Screening Meeting & Candidate Selection (At Least Chair, ER & Screeners)	3/2 – 3/27
Applicant Interviews (Maybe Multiple Days)	4/9 & 4/10
Closing Discussion W/Pres. & VP	4/10
Finalist Interviews (VP & Pres)	4/13 – 4/17
Board Approval **3rd Wed. Of Month - Need 10 Day Notice To Make Agenda	5/20
Potential Start Date (Pending Fingerprints & BCK Check)	5/21

Hiring the Best/ Equity Rep Training Oct. 2024