

Standard III: Resources
Section A: Human Resources

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.

To provide feedback on this draft, please use the feedback survey at:

<http://goo.gl/forms/HylqaWFfAy>

Evidence of Meeting the Standard

- BP 5005 Employment and AP 5005 ABC
- Full-time Faculty Hiring Procedures
- Adjunct Faculty Hiring Procedures
- Classified Hiring Procedures
- Examples of Administrator Job Postings
- Examples of Supervisor Job Descriptions
- Job Descriptions for Program Coordinator, Reading Center
- Job Descriptions for Program Coordinator, Business Skills Center
- CDC Job Descriptions and MOU
- Academic Affairs Reorganization and Job Descriptions
- 3Reclassification Form
- Article V: Reclassification from MPCCD/MPCEA Collective Bargaining Agreement
- Classified Job Descriptions
- MPCCD & MPCEA Collective Bargaining Agreement 2011-2014 Article VI Professional Growth and Staff Development

Analysis and Evaluation

As explained in Standard III.A.1, MPC adheres to hiring procedures which ensures administrators and other employees possess qualification necessary to perform duties required to sustain institutional effectiveness and academic quality.

Job postings for administrators are developed collaboratively with the immediate supervisor, Human Resources and the members of the search committee. The postings include sections describing job responsibilities and duties, knowledge and abilities, desirable characteristics and skills, and current opportunities and challenges addressing mission critical needs at MPC. Applicants are directed to provide a statement explaining how their qualifications and experience meet the opportunities, challenges and desired characteristics and skills of the positions. These characteristics and skills address both hard skills e.g. administer programs, manage budgets, and supervise employees as well as soft skills, e.g. demonstrated commitment to the community college mission, values and goals, ability to work as an executive team member, and interpersonal and communication skills inspiring trust.

In 2012, MPC recruited and hired an Associate Dean for Instructional Technology and Development. This position is responsible for providing leadership for the college's distance education program by

Standard III: Resources
Section A: Human Resources

managing online programming, providing support to train faculty, and serving as a resource to faculty in the development of curriculum. Qualifications included knowledge of distance learning and hybrid methodology, multimedia presentation modalities, social media, networking, mobile technology, instructional hardware and software. The hiring of this position has been a determining factor contributing to the growth of MPC's Distance Education enrollment.

An example of sustaining institutional effectiveness and academic quality, in 2014 MPC recruited for and hired a Director of the Public Safety Training Center. The job posting clearly describes the responsibilities required to administer the Fire Technology program, California State Fire Academy, the Emergency Medical Technician program, and the Public Safety Training Center. A combination of knowledge of policies, laws, and regulations of state governing agencies, management and leadership skills, as well as the ability to engage successfully with community partners is required to not only maintain, but to enhance the program.

MPC employs classified managers to provide leadership and management of the day-to-day operations of areas throughout the college including, Admissions and Records, Student Financial Services, Facilities, Custodial Services, Institutional Research, Information Technology, Fiscal Services, Theater Arts, Campus Security, and the Child Care Center. Job descriptions describe responsibilities and duties, knowledge and abilities, and education, training and experience required to perform the essential functions of the positions. Qualifications include a combination of experience and education/training pertinent to the position. Goals are set annually and are part of the evaluation process to assess performance.

Classified staff are integral to sustaining institutional effectiveness and quality of programs and services. MPC employs classified coordinators to manage the day-to-day operations of the Reading Center and Business Skills Center. The coordinators work closely with faculty to support the instructional programs associated with the centers. Example of duties include training tutors in teaching methodologies, developing creating methods and teaching techniques, maintaining and recommending work schedules for staff, and advising students on business needs of the community. Staff also support learning objectives in laboratory environments across the curriculum including, mathematics, writing, reading, adaptive PE, chemistry, biology, nursing, and automotive.

Another example of classified staff's role and qualifications in sustaining institutional effectiveness and academic quality is the restructuring of the Child Development Center to the Early Childhood Education Lab School. This transition will change the focus from a child care center to a lab school model which will be an extension of MPC's Early Childhood Education Department (ECED). These plans include the lay-off of existing Child Development Specialist job classification. The Lab School will employ two classified staff who will mentor teaching assistants in curriculum, learning environments and practices aligned with the ECED program. The teaching assistants may already possess an Associate's degree in Early Childhood Education and are seeking work experience in the field to qualify for credentials. In order to perform the increased level of responsibility, the Lab Mentor job description requires a higher level of education (Bachelor degree) than that of the CD Specialist (Associate's degree). The Lab School will also employ an

Standard III: Resources
Section A: Human Resources

administrative assistant to assist with the monitoring and tracking of students and data. The restructuring results in significant savings to MPC while supporting the academic program and maintaining quality care for children.

New classified job descriptions are developed to address changing program needs. Job descriptions must be negotiated with and ratified by the classified association, Monterey Peninsula College Classified Employees Association (MPCEA). Proposals to fund new positions are also vetted by College Council, which serves as a shared governance committee. Finally, job descriptions are approved by the Board of Trustees.

A reclassification process ensures that classified job descriptions are reflective of current duties, qualifications, knowledge, skills, and abilities, and education and experience required to meet performance standards. In 2008, the college completed and implemented a wall-to-wall classification study of all classified positions. Following the study, the Administration and MPCEA agreed to an eight year reclassification process which involved a systematic review of the job descriptions for all classified positions. Employees and supervisors have the opportunity to update job descriptions through this process. The classified evaluation procedures also direct the supervisor and employee to review the job description upon each evaluation cycle and indicate if the job description does not accurately reflect current job duties and qualifications.

The Office of Human Resources assists members of search committees and managers in determining the applications materials necessary to verify that applicants possess the qualifications necessary to perform the job functions in support of programs and services. As described in Standard III.A.1, these materials may include an application, diversity statement, essay or supplemental applications questions addressing the candidate's qualifications, cover letter, transcripts, and a list of references and/or reference letters. The Office of Human Resources is responsible for screening applications to ensure all materials are submitted for review by the search committees. The Office of Human Resources also assists in the development of interview questions and assessments to determine if the candidate possesses the competencies, both hard and soft skills, to perform the job duties.

Administrators, managers and classified staff attend conferences, workshops and trainings to maintain currency in their prospective field and to ensure efficient operations and compliance with local, state and federal laws, regulations, and procedures. MPC encourages staff to participate in professional growth and staff development. MPC offers a variety of training online such as sexual harassment and FERPA. Administrators and managers attend annual conferences, workshops, and training to stay abreast of new legal requirements as well as best practices.

Conclusion: Monterey Peninsula College meets this standard. Policies and procedures are implemented to ensure that Administrators and other staff possess the qualifications necessary to perform duties required to sustain institutional effectiveness and academic quality. Administrative job posting describe minimum qualifications, job duties and responsibilities, current opportunities and challenges, and

Standard III: Resources
Section A: Human Resources

desirable characteristics and skills to address mission critical needs. Classified managers' job descriptions identify qualifications, knowledge and abilities required to provide leadership and oversight in the day-to-day operations of their respective departments. Classified staff are employed in positions that serve essential roles in sustaining institutional effectiveness as well as academic quality. Job descriptions are reviewed for currency as part of the annual evaluation process. The reclassification process addresses any modifications to job duties, knowledge, skills and abilities, and education and experience required to perform the essential functions of the position. Administrators, managers and classified staff are encouraged to pursue professional growth and staff development opportunities.

To provide feedback on this draft, please use the feedback survey at:

<http://goo.gl/forms/HylqaWFfAy>