

STANDARD III: RESOURCES

The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness.

III.A. HUMAN RESOURCES

The institution employs qualified personnel to support student learning programs and services wherever offered and by whatever means delivered, and to improve institutional effectiveness. Personnel are treated equitably, are evaluated regularly and systematically, and are provided opportunities for professional development. Consistent with its mission, the institution demonstrates its commitment to the significant educational role played by persons of diverse backgrounds by making positive efforts to encourage such diversity. Human resource planning is integrated with institutional planning.

III.A.1. The institution assures the integrity and quality of its programs and services by employing personnel who are qualified by appropriate education, training, and experience to provide and support these programs and services.

III.A.1.a. Criteria, qualifications, and procedures for selection of personnel are clearly and publicly stated. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority. Criteria for selection of faculty include knowledge of the subject matter or service to be performed (as determined by individuals with discipline expertise), effective teaching, scholarly activities, and potential to contribute to the mission of the institution. Institutional faculty play a significant role in selection of new faculty. Degrees held by faculty and administrators are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.

DESCRIPTIVE SUMMARY

Employees of Los Angeles Mission College are categorized into three distinct groups: academic, classified, and unclassified (Table 1). Academic positions include certificated administrators and faculty (full- and part-time), with classroom and non-classroom assignments (e.g., Librarians and Counselors). Classified staff positions include managers, supervisors, classified administrators, clerical, technical, and trades employees. Unclassified positions include, but are not limited to, student employees, recreation employees, community services teachers, and professional experts. Each group has a unique set of rules and regulations governing the selection and employment process. Los Angeles Mission College (LAMC) employs qualified individuals to perform the expected duties in all three employee categories. The selection procedures for all employees hired at LAMC follow the guidelines as provided by the Los Angeles Community College District. The District Board of Trustees and the Personnel Commission ensure that all of the state requirements and district policies regarding hiring and minimum qualifications are met.

Every hiring committee has an Equal Employment Opportunity Officer (EEO) to ensure fair and nondiscriminatory hiring practices.

TABLE 1 EMPLOYEES AT LOS ANGELES MISSION COLLEGE (FALL 2012)		
Category	Number of Employees	Positions
Academic Administrators	8	President, Certificated Vice Presidents, Deans, Associate and Assistant Deans
Full-time Faculty	84	Instructors (tenured and probationary), Counselors, Librarians, Consulting Instructors, Directors, Instructors Special Assignment, and Department Chairs
Part-time (Adjunct) Faculty	248	Hourly Classroom Instructors, Counselors, and Librarians
Classified Administrators	1	Classified Vice President
Classified Employees	149	Clerical, Technical, Trades, Supervisors, Managers, and Classified Administrators
Unclassified Employees	203	Student Employees, Community Services Teacher, Recreation Employees, Community Services Representatives, and Professional Experts
TOTAL	693	

Academic Employees: Faculty and Academic (Certificated) Administrators

All full-time faculty, adjunct (part-time) instructors, and academic administrators are required to meet the Minimum Qualifications for Hire in California Community Colleges (III.A-1). In the fall of 2012, Los Angeles Mission College employed 84 full-time faculty, 248 adjunct faculty, and 8 academic administrators. The Los Angeles Community College District (LACCD) Human Resources Division carefully scrutinizes all job postings and applicant pools to ensure a recruitment process that offers equal employment opportunities for all candidates. Degrees, certificates, and transcripts are reviewed by the District Human Resources (HR) Division to ensure they are from a postsecondary institution accredited by the American Council of Education. Foreign postsecondary transcripts and degrees must be evaluated by an agency approved by the California Commission of Teaching Credentialing and then submitted to the District HR Division (III.A-2).

Searches for permanent academic positions have a minimum recruitment period of six weeks (III.A-3). The minimum recruitment period for limited (short-term, non-contract) academic positions is three weeks. The District Human Resources Division reviews announcements and specifications before the job announcement is posted to ensure conformity with federal, state, local, and district regulations (III.A-4). Advertising for academic positions includes posting with

the California Community Colleges Registry, national professional organizations related to the field, and local area colleges both inside and outside the district. The position announcements are available electronically on the District Web site and in hard copy format at the College campus. Beginning in summer 2012, LAMC began to utilize the online applicant tracking PeopleAdmin system (III.A-5) to post job announcements and manage applications.

Hiring of Probationary Faculty

The current Certificated Faculty Hiring Policy at Los Angeles Mission College was developed in 2005 when the Academic Senate and College President agreed upon hiring procedures for probationary faculty as required by the California Education Code (III.A-6) and LACCD Board Rules (III.A-7). Under the policy, the following may submit proposals for tenure track or probationary faculty positions: department chairs and vice chairs, the Academic Senate, the Educational Planning Committee, and the president or designee (III.A-8). Requests for probationary faculty positions are submitted once a year to the Faculty Hiring Prioritization Committee (FHPC) of the Academic Senate. In order to be eligible for consideration, faculty staffing needs must be documented through the Program Review process. The FHPC reviews and ranks the requests and makes its recommendations to the Academic Senate. After the Academic Senate reviews the FHPC recommendations and approves a prioritized list, it forwards the list to the College President for final approval.

Once a position has been approved and the intent to hire has been initiated, a selection committee is formed under the direction of the President of the Academic Senate and the appropriate Vice President. The composition of the selection committee is spelled out in the hiring policy and at a minimum consists of five voting members, the majority of whom are faculty: the department chair or designee, one tenured faculty member in the discipline or a related discipline, an Academic Senate representative, one American Federation of Teachers (AFT) representative, and one administrator. The Academic Senate may appoint additional committee members upon request of the department. Additionally each selection committee is assigned an Equal Employment Opportunity Officer (EEO), who is a non-voting member. A trained EEO is responsible for monitoring faculty hiring procedures and ensuring that all college, district, and federal fair employment regulations are followed (III.A-9). The selection committee is responsible for developing the position announcement, screening criteria, and interview questions, which must be approved by the EEO prior to reviewing applications.

As required by LACCD Board Rule 10403.1 (III.A-10), the job announcement describes at a minimum the duties and responsibilities the contract faculty member will be expected to assume; the Minimum Qualifications for the position established by the Board of Governors of the California Community Colleges; the knowledge, skills, and abilities a successful candidate should possess; and other characteristics the College determines to be desirable including, but not limited to, a sensitivity to and understanding of the diverse populations the College serves.

The process of evaluating individuals for employment eligibility as faculty members is done in accordance with hiring procedures that meet the standards and requirements set forth in Board Rule 10403 (III.A-11), relevant district personnel guides (II.A-12), human resource guides (III.A-13), the LACCD Collective Bargaining Agreement for Faculty (III.A-14), applicable

provisions of the California Education Code (III.A-15), and Title 5 of the California Code of Regulations (III.A-16). Hiring procedures require all those involved in the selection process to adhere to local, district, state, and federal guidelines when reviewing application materials, conducting interviews, or otherwise evaluating candidates. Selection criteria include the extent to which the candidate has command of, or brings expertise to, the discipline or subject area in which he or she will be employed; the candidate's demonstrated ability, or potential to become, a skilled teacher, counselor, librarian, or other support professional; and the degree to which the candidate will contribute, directly or indirectly, to the diversity of the College, division, and discipline in which he or she will be employed. The selection committee reviews all applications, interviews candidates, and forwards at least three final candidates to the College President. After the College President interviews the finalists and selects a candidate, the candidate's application packet is forwarded to the District Human Resources Division (III.A-17), which ensures that minimum qualifications are met before an offer of employment is made.

Hiring of Adjunct or Part-Time Faculty

Procedures for hiring new adjunct or part-time faculty require review and administrative approval of faculty selections (II.A.18). The department chair and supervising academic administrator are responsible for reviewing the candidates' qualifications. After ensuring that a candidate meets the Minimum Qualifications for adjunct academic employment in the subject area, the department chair and academic administrator complete a Notification of Adjunct Faculty Selection form (HR-R-130). This form was developed in 2008 and has been utilized since 2009 (III.A-19). The form is submitted along with the candidate's official transcripts and verification of experience (when applicable) to the District Human Resources Division for review. Although the process is not as intensive as the procedures for hiring tenure track instructors, standards for recruiting and hiring qualified adjunct faculty are expected to be similar to those utilized when hiring tenure track faculty.

Hiring of Academic Administrators

The hiring process for Academic or Certificated Administrators is spelled out in LACCD Human Resources Guide HR-110 (III.A-20). The selection committee for academic administrators is composed of a minimum of five members, the majority of whom are administrators, including at least one from another district location. An update to HR Guide R-110 in August 2012 clarified that the President or Vice Chancellor may not be a member of the committee if he/she will make the final selection. The selection committee reviews all applications, interviews a minimum of five candidates and forwards at least three final candidates to the President. After the College President interviews the finalists and selects a candidate, the candidate's application packet is forwarded to the District Human Resources Division (III.A-21), which ensures that minimum qualifications are met before the Chancellor appoints the nominee to the position. In the case of presidential selection committees, the committee forwards the names of the finalists to the Chancellor, and the Board of Trustees makes the final selection (III.A-22). Appointments of all academic administrators, including acting or interim positions, are subject to final approval by the LACCD Board of Trustees (III.A-23).

Hiring of Classified Staff, Confidential and Classified Management Employees

In the fall of 2012, Los Angeles Mission College employed 149 full-time classified employees, including the Vice President of Administrative Services and employees whose salary is paid by Specially Funded Programs. The selection processes for all classified staff employees, including classified administrators, are guided by the rules and regulations set forth by the Los Angeles Community College District (LACCD) Personnel Commission (III.A-24) and/or their respective collective bargaining units. The Personnel Commission is held accountable for developing and enforcing rules and regulations required by action of the California State Legislature, provisions of the Education Code, and other applicable laws that are necessary to ensure the efficiency of the classified service and the selection and retention of employees on the basis of merit and fitness.

The Personnel Commission assures the qualifications of classified staff hired by the College by creating job classifications, developing and maintaining a Merit System for hiring classified employees, administering qualifying examinations and interviews, and placing qualified candidates on an eligibility list for each job classification. Each eligibility list is maintained for up to two years. The Commission publishes duties, responsibilities, and qualifications for all classified staff positions on its Web site and lists open positions in weekly job announcement bulletins. When LAMC identifies a classified position to be filled, the Commission provides the names of the individuals on the eligibility list. Candidates are interviewed by a selection committee at the College, which scores them based on their performance during the interview. The Commission then ranks the candidates based on their interview scores and qualifying examination. The College President makes the final decisions on all hires (III.A-25).

Hiring of Unclassified Employees

In fall 2012 Los Angeles Mission College had 203 unclassified employees working as student employees, community representatives, community services teachers, professional experts, recreation employees, and academic development grantees. Unclassified employees are part-time at-will employees that are limited to no more than 34.75 hours per week in all unclassified assignments. The definitions of each type of position, the areas responsible for overseeing their hiring processes, and the relevant HR Guides are listed in Table 2 (III.A-26).

SELF EVALUATION

Los Angeles Mission College's hiring processes for full- and part-time employees are thorough and clearly delineated. The College and the LACCD Human Resource (HR) Division ensure that all academic administrators and faculty members hired meet the state Minimum Qualifications for their assignments. The hiring of full-time faculty is guided by the Certificated Hiring Policy, while the hiring of academic administrators follows HR Guide R-110. The minimum recruitment period for permanent academic positions is six weeks, but may be extended to increase the size and/or quality of the applicant pool. The Los Angeles Community College District is one of the few districts in the state that still uses a Personnel Commission to oversee the selection processes for its classified employees.

TABLE 2
LACCD UNCLASSIFIED SERVICE POSITIONS (HR-R-300)

Position Category	Definition	Responsible Area for Hiring	HR Guide
Community Representative	A person employed in an advisory or consulting capacity for not more than 90 working days in a fiscal year	Personnel Commission	R-310 Professional Experts
Community Services Teacher	Persons employed to teach short-term, not-for-credit classes in the Community Services Program	Hiring Location	R-340 Recreational Employees
Professional Expert	An expert in a recognized profession employed in that professional capacity for a specific limited term-capacity	Personnel Commission	R-310 Professional Experts
Recreation Employee	A person employed as an assistant athletic coach in the intercollegiate athletic program or as an attendant at a recreational activity, sports event or community services program	Hiring Location	R-400 Coaches R-340 Recreational Employees
Student Employee	Generally, a full-time student employed part-time or a part-time student employed part-time in any college work study program or in a work experience education program (Education Code § 88076(b)(3) and (4))	Hiring Location	R-320 Student Employees
Academic Development Grantee	An employee awarded a development grant to develop academic programs	Human Resources	R-350 Academic Development Grant
Elected Officer	A member of the Board of Trustees	Human Resources	R-330 Elected Official

Starting in spring 2012, the selection and application process for full-time faculty and academic administrator positions at LAMC was greatly streamlined through the adoption of a Web-based online applicant tracking PeopleAdmin system (III.A-27). The LACCD Human Resources Division provided LAMC selection committee members with the necessary training to use the system. The software automates the submission, collection, and distribution of employment applications, cover letters, resumes, references, transcripts and applicant notifications. Using PeopleAdmin, applicants are able to submit their application materials online and selection committee members are able to review and evaluate these applications. Additionally, the system generates letters and notifications to applicants throughout the hiring process.

Adjunct faculty are hired for limited part-time assignments not covered by full-time faculty. Department chairs are encouraged to start the selection process for part-time faculty early and to post job announcements on the College and District Web sites, and the California Community Colleges Registry. Ideally, the determination of eligibility for part-time employment should be performed at least two weeks before the start date of the assignment. However, due to unexpected circumstances, the hiring of part-time faculty may occur in an expedited manner. The District discontinued the practice of granting a Provisional Equivalency for part-time faculty several years ago.

The Fall 2011 Faculty/Staff Survey (Table 3) illustrates that of the 158 full-time employees who replied to the survey, 50% of the respondents either strongly agreed or agreed that “*Human Resources develops policies and procedures that are clearly written and equitably administered.*” Moreover, 56% of the respondents either strongly agreed or agreed that the “*Current hiring process ensures the recruitment of qualified faculty and staff.*” Finally, 67% of respondents strongly agreed or agreed that “*LAMC demonstrates its policies and practices and appropriate understanding of concern for issues of equity and diversity*” (III.A.28).

Survey Questions	Strongly Agree or Agree %	Disagree or Strongly Disagree %	Not Applicable or No Experience %
43. Human Resources develops policies and procedures that are clearly written and equitably administered.	50	25	25
44. The current hiring process ensures the recruitment of qualified faculty and staff.	56	29	15
45. L.A. Mission College demonstrates through its policies and practices an appropriate understanding of and concern for issues of equity and diversity.	67	17	16

ACTIONABLE IMPROVEMENT PLANS

No recommendations at this time.

III.A.1.b. 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.

DESCRIPTIVE SUMMARY

The administrative leadership at LAMC embraces the philosophy that all evaluations are formative and a means of assessing and documenting an employee’s performance whether outstanding or deficient in identified areas. The evaluation processes adhere to the regulations of the Collective Bargaining Agreements, Education Code, and LACCD guidelines. Performance evaluations are carried out with the expectation of encouraging employee growth and development through open and productive communication between supervisor and employee. Effective and formative evaluations can lead to:

- Improved morale, proficiency, and performance

- A plan for employees to achieve established goals and objectives
- Professional growth through training
- Recognition of outstanding performance
- Job enrichment
- Improvement of student learning and success

Classroom standard teaching loads are defined in Article 13 of the Faculty AFT Collective Bargaining Agreement. Most classroom faculty have teaching loads of 15 standard teaching hours per semester, but range from 12 to 35 hours per semester. Non-classroom standard teaching loads range from 30 to 35 hours per semester. All monthly rate classroom faculty must maintain a posted schedule of office hours per week at a reasonable time and be available upon request for student consultation by appointment. They must participate in College activities such as curriculum development, SLO assessments, staff development, sponsoring co-curricular groups, in-service training, faculty meetings, Program Review, and the annual commencement ceremony. Finally, they must be a member of at least one department, College, or District committee. All faculty, full-time and adjunct, must maintain accurate records of grades, attendance, and class exclusions in accordance with District policy, rules, regulations, and procedures.

Faculty Evaluations: Tenured and adjunct faculty at Los Angeles Mission College are evaluated following the procedures set forth in Article 19 of the AFT Agreement (III.A-29). This article includes provisions for faculty serving as department chairs, directors, consulting instructors, tenured faculty, instructor special assignments, and classroom and non-classroom faculty evaluations. Tenured faculty are evaluated every three academic years, while adjunct faculty receive a formal evaluation before the end of their second semester and at least once every six semesters of employment. Article 19 of the Faculty Contract states “*To initiate a formal evaluation, the appropriate vice president or his or her designee shall send the tenured (or temporary) faculty member and his or her department chair a notice informing them that the faculty member will be evaluated as provided in this article.*” The evaluation process includes administrative, student, self, and peer evaluations. Table 4 summarizes the evaluation guidelines for faculty.

TABLE 4 SUMMARY OF EVALUATION GUIDELINES FOR FACULTY		
Type of Faculty	Frequency of Evaluation	Evaluating Members or Responsible Party
Probationary, Tenure Track	Every year (fall) Comprehensive evaluations	Department Chair or designee 2 Tenured faculty 1 Tenured faculty (Non-voting)* Vice President or designee*
Tenured Faculty	Every three years (fall or spring) Alternate between Basic and Comprehensive evaluations	Department Chair or designee 2 Tenured faculty Vice President or designee*
Tenured Faculty Serving as: <ul style="list-style-type: none"> • Director • Instructor Special Assignment • Consulting Instructor • Disability Specialists 	Every three years (fall or spring) Alternate between Basic and Comprehensive evaluations	Supervisor or designee 2 Tenured faculty
Temporary Faculty Adjunct or Monthly Rate	Basic evaluation before end of second semester and at least once every six semesters thereafter	Department Chair or designee 2 Tenured faculty (Voting) Vice President or designee*
Department Chairs	At the end of first year of service and at least every other year thereafter	Vice President or designee collects information from faculty and staff

*Indicates individual is a non-voting member of evaluation committee

The procedures for the evaluation of probationary or tenure track faculty are described in Article 42 of the AFT Agreement (III.A-30). The purpose of the four-year probationary period is to ensure that newly hired faculty members have the opportunity to demonstrate that they meet the needs and expectations of the College and are performing at a level that warrants the granting of tenure. The tenure review process is rigorous with a five-member tenure review committee that conducts annual comprehensive reviews during the faculty member's probationary period. The tenure review committee has three voting members: the department chair or designee and two tenured faculty members, one selected by the department and one selected by the probationary faculty member. Two non-voting members are the Academic Senate representative and an administrator. After the fourth year evaluation, the tenure review committee forwards its recommendation to the Board of Trustees on whether to employ the individual as a permanent, tenured member of the faculty.

Deans, Associate Deans, and Assistant Deans: Deans are represented by the California Teamsters Local 911 (III.A-31) and are evaluated following the procedures set forth in Article 8 of their contract (III.A-32). Deans completing their first year in an assignment are evaluated no later than 12 months after the start date of that assignment. Thereafter, evaluations are performed every year from the anniversary date of the member's assignment.

Classified Employees: Classified employees are evaluated following the provisions of their respective collective bargaining units: American Federation of Teachers, Staff Guild (AFT 1521A) Article 16 (III.A-33); School Employees' Union (SEIU Local 99) Article 12 (III.A-34); Los Angeles/Orange Building and Trades Council Article 15 (III.A-35); and the Supervisory Employees' Union (SEIU Local 721) Article 11 (III.A-36). Unrepresented classified employees are evaluated yearly by their supervisor according to District and Personnel Commission rules (III.A-37). These documents specify the length and timing of the evaluation periods for probationary and regular employees.

Evaluations for classified employees, except SEIU Local 721, which are evaluated yearly by June 30, are issued notifications by date of birth, rather than by the employee's date of hire within the district. An internal program created by the LACCD Human Resources Department, titled Evaluation Alert System (EASY) was rolled out in fall 2007 to ensure managers and supervisors were notified of upcoming evaluations. EASY sends out a notification and a link with the appropriate evaluation form to the manager/supervisor for the employee one month prior to the due date. Notifications are sent weekly until the evaluation is completed. An internal monitoring by Excel spreadsheet is kept within the campus Personnel Office and distributed to the executive staff to ensure evaluations are being completed.

Confidential Employees: Confidential employees, any employee who is required to develop or present management positions with respect to employer-employee relations or whose duties normally require access to confidential information that is used to contribute significantly to the development of management positions, are evaluated yearly (III.A.38).

Academic and Classified Administrators: The College President evaluates the Vice Presidents annually according to District policies, while the District Chancellor evaluates the College President's performance. Evaluations cover position responsibilities, annual goals, and behavioral skills (III.A.39).

SELF EVALUATION

The evaluation process for all employees is defined by either their respective collective bargaining agreements or District policies. Criteria for evaluation, as agreed upon by the unions and the Board of Trustees, are sufficient to measure effectiveness, work performance, and provide feedback to the employee.

Deans within Academic Affairs and Student Services notify the department chairs each semester to identify the faculty members that are to be evaluated during that time period. Department chairs may appoint and train vice chairs within their department to assist in the formal evaluations of other faculty members. Upon the completion of the evaluation, documentation is presented to the respective dean for review and approved by the area Vice President before being recorded in the individual's personnel record.

TABLE 5
FALL 2011 FACULTY AND STAFF SURVEY (N=158)

Survey Questions	Strongly Agree or Agree %	Disagree or Strongly Disagree %	Not Applicable or No Experience %
38. My job performance is evaluated regularly and systematically.	81	15	4
39. Mission College has a coherent and effective method for evaluating the skills of its personnel in leadership positions.	48	29	23
47. Mission College promotes high ethical standards for faculty, staff and students.	65	24	10

In the Fall 2011 Faculty/Staff Survey (Table 5) completed by 158 employees, 8% of respondents either agreed or strongly agreed with the following statement “*My job performance is evaluated regularly and systematically.*” In contrast, only 48% agreed or strongly agreed that “*Mission College has a coherent and effective method for evaluating the skills of its personnel in leadership positions.*” There is a clear discrepancy between the percentage of people who agree that leadership personnel are evaluated effectively and those who agree that faculty and staff are evaluated effectively. One reason for this discrepancy may be the lack of well-established and inclusive formal evaluation procedures for college presidents and vice presidents (III.A-40).

Currently, faculty and classified staff have limited input in the evaluation of administrators at the College. The guidelines for these administrative evaluations of the president and vice presidents have evolved under the leadership of different chancellors. However, the guidelines for evaluating all other employees are well established and clearly defined as discussed earlier. This is consistent with the results of the 2011 Faculty/Staff Survey in which a large number of employees at Los Angeles Mission College indicated that they believe they are evaluated regularly and systematically.

ACTIONABLE IMPROVEMENT PLANS

No recommendations at this time.

III.A.1.c. Faculty and others directly responsible for student progress toward achieving stated student learning outcomes have, as a component of their evaluation, effectiveness in producing those learning outcomes.

DESCRIPTIVE SUMMARY

The Faculty Collective Bargaining Agreement states that the assessments associated with Student Learning Outcomes (SLOs) are part of the contractual responsibility of all faculty members. The SLO process is dedicated to the continuous review of teaching effectiveness and student achievement. The faculty driven SLO initiative has incorporated the values of quality teaching into a very effective college assessment model.

Faculty evaluations are directed by Article 19 and 42 of the AFT Faculty Contract. Section B (Knowledge, Skill and Ability as a Classroom Instructor) of the basic and comprehensive evaluation summary form (Appendix C) addresses the evaluation of student achievement according to stated course grading criteria (III.A-41). Since 2010, participation in the SLO assessment cycle and inclusion of SLOs on class syllabi have been incorporated into the basic and comprehensive evaluation forms for all full-time and adjunct faculty. Since this addition, the faculty evaluation committee members verify that SLOs are included in the faculty course syllabi. Evidence of assessment participation may be part of faculty portfolios. Adjunct faculty members are also encouraged to participate in the creation and revision of SLOs, but they are not required to do so.

SELF EVALUATION

Since 2012, participation in the SLO assessment cycle and inclusion of SLOs on class syllabi have been incorporated into the evaluation process for all full-time and adjunct faculty. This modification of the evaluation process has helped accelerate the assessment of SLOs in all disciplines. Under the direction of the Academic Senate and the SLO Coordinator, Los Angeles Mission College has addressed the need for developing student learning outcomes (SLOs) within course curriculum and course syllabi. The participation in the assessment of SLOs is monitored through the faculty evaluation process. Since 2007, Los Angeles Mission College has allocated resources for a 60 percent SLO assignment. In fall of 2009 this assignment was split into two: a 40 percent SLO Coordinator and a 20 percent SLO Coordinator Assistant. These two full-time faculty monitor and track the creation and assessment of SLOs within the curricula. As of fall 2012, at least 98 percent of active courses have developed SLOs, assessment methods, and criteria for assessment.

ACTIONABLE IMPROVEMENT PLANS

No recommendations at this time.

III.A.1.d. The institution upholds a written code of professional ethics for all of its personnel.

DESCRIPTIVE SUMMARY

All faculty employed by Los Angeles Mission College are held accountable to the Faculty Ethics Statement as provided by the Academic Senate (III.A-42). Included within this statement is the faculty's obligation to ensure that students conduct themselves according to principles of academic honesty specified in the Standards of Student Conduct (III.A-43). In 2007 Mission College developed a Code of Conduct (III.A-44) to address responsibilities that maintain civility and strengthen the public's trust and confidence in the integrity of the institution.

Disciplinary action for violation of the Code of Conduct can result in an unsatisfactory notice, a demotion, a suspension or dismissal. District employees who are not covered by the Faculty Code of Ethics are expected to adhere to ethical standards specified in the District Board Rules (III.A-45). Classified employees observe the Standards of Conduct in the Personnel Commission's Employee Handbook, emphasizing that employees must comply with all approved policies and procedures and are accountable for their actions and should conduct themselves in a professional and productive manner (III.A-46).

SELF EVALUATION

Los Angeles Mission College expects all personnel hired to maintain a high level of respect and professionalism between fellow employees and students. Without a compliance officer on the campus, the executive staff and supervisory units have assumed the duties of ensuring that professional ethics are upheld and are obligated to investigate and respond to the instances where those ethics may have been violated. If a violation has occurred, a District Office liaison can be consulted for disciplinary actions. In the Fall 2011 Faculty and Staff Survey, 65 percent of respondents agreed or strongly agreed that Mission College promotes high ethical standards for faculty, staff, and students.

In spring 2012 a number of members from the LAMC community expressed concern about the "campus climate," with various issues related to interpersonal conflicts and tensions in the AFT Faculty Guild, Associated Students Organization, Academic Senate, Academic Affairs, and Student Services that have dampened the collegial spirit of the College. In order to promote collegiality and civility, the President asked the Director of Diversity and Compliance from the LACCD to hold office hours on campus twice a week for two weeks for personal consultations. Concerns about the campus climate prompted the President to discuss this and other issues at his ongoing Town Hall meetings (III.A-47). A summary report regarding the campus climate issues is pending.

ACTIONABLE IMPROVEMENT PLAN

See recommendation for Standard IV.A.3.

III.A.2. The institution maintains a sufficient number of qualified faculty with full-time responsibility to the institution. The institution has a sufficient number of staff and administrators with appropriate preparation and experience to provide the administrative services necessary to support the institution’s mission and purposes.

DESCRIPTIVE SUMMARY

Guided by the District Office, the College consistently moves closer to achieving its Faculty Obligation Number (FON) determined by the state of California. Approval of permanent faculty hires occurs through the Program Review, Faculty Hiring Prioritization, and Budget and Planning processes. The President, in consultation with the Chancellor and the Academic Senate, makes the final determination of how many full-time faculty will be hired each year. Though the College has faced several years of budget reductions, it has made efforts to maintain its Full-Time Obligation Number (FON).

The LACCD adheres to the state Minimum Qualification guidelines and each college within the District defines its own policies and procedures for hiring, adhering to Board Rules and the appropriate personnel guides (III.A.48). Los Angeles Mission College adheres to the Merit System established by the Personnel Commission for the hiring of all classified employees.

In the fall of 2012, the student enrollment (headcount) at Los Angeles Mission College was approximately 9,661. The College employs 84 full-time faculty and 248 adjunct faculty (Table 1) to provide instructional services. There are currently 9 administrators, 149 full-time classified staff, and 203 unclassified employees, including employees hired by Specially Funded Grants, working in Academic Affairs, Student Services, and Administrative Services who provide support to the instructional programs. Approval of funding for all faculty and staff positions must include the Program Review and the Budget Planning processes. Since fall 2007, 34 probationary faculty and 33 classified staff have been hired at the College (Table 6).

Fiscal Year	Full-time Faculty	Full-time Classified
2007-08	2	6
2008-09	9	5
2009-10	5	9
2010-11	6	6
2011-12	6	7
2012-13	6	N/A

TABLE 7
FULL-TIME/PART-TIME FACULTY RATIO BY COLLEGE (NOVEMBER, 2012)

	City	East	Harbor	Mission	Pierce	South-west	Trade	Valley	West	District
Full-time Faculty	210	281	98	84	200	81	189	197	100	1445
Part-time Equivalent	120	140	74	61	129	40	47	98	67	780
Total	331	421	172	145	329	121	236	295	167	2225
Full-Time Ratio	64%	67%	57%	58%	61%	67%	80%	67%	60%	65%

SELF EVALUATION

Budgetary constraints have limited the number of full-time faculty, classified staff, and administrators hired over the past six years. The College has not been able to replace all employees who have retired, resigned, or taken a leave of absence. Los Angeles Mission College has the second lowest ratio of full-time to part-time faculty in the District at 58 percent. The overall District ratio of full-time to part-time faculty is 65 percent, with individual colleges ranging from 57 to 80 percent (Table 7).

Since the 2007 self-study, Los Angeles Mission College has hired 34 probationary faculty members, which slightly increased the number of full-time faculty (78 in 2007 versus 84 in 2012). In winter 2008, the Chancellor instituted a hiring freeze for permanent academic or classified positions, but exemptions were made for key faculty and administrative positions. These exceptions were made on a case-by-case basis. Recent budget reductions in 2010 and 2011 have had negative impacts on staffing levels in many areas. Reductions in class sections have also resulted in the loss of adjunct faculty. Despite the College's effort to create more permanent academic positions, there are currently several disciplines without any permanent full-time faculty. The lack of permanent faculty in these areas weakens affected programs and places a burden on department chairs and vice chairs who must recruit, hire, and supervise qualified adjunct faculty in these disciplines.

In spring 2012 the District instructed the College to hire six tenure track faculty for 2012-13 in order to comply with the state mandated Faculty Obligation Number (FON). The District will subsidize their salaries for three years.

The College lost key administrative staff in 2012 due to the resignation of the Vice President of Academic Affairs, extended leaves of two of the three deans that support that position, and the resignations of three other administrators. The recent opening of several new buildings, which require additional supervisory, custodial, and maintenance personnel compounds the staffing shortage. Due to budget constraints, the College is currently limited in the number of individuals it can hire.

The challenges of not having a large full-time to part-time ratio and having a limited number of support personnel are reflected in the results of the Fall 2011 Faculty and Staff Survey (Table 8).

Survey Questions	Strongly Agree or Agree %	Disagree or Strongly Disagree %	Not Applicable or No Experience %
40. There are sufficient numbers of full-time faculty to support the programs in my area.	34	48	18
41. There are sufficient numbers of part-time faculty to support the programs in my areas.	56	23	21
42. There are sufficient numbers of permanent support staff to support the programs in my area.	46	39	15

Less than half of respondents either strongly agreed or agreed with the following statements: “*There are sufficient numbers of full-time faculty to support the programs in my area*” (34 %), and “*There are sufficient numbers of permanent support staff to support the programs in my area*” (46%). On the other hand, a majority of respondents (56%) either strongly agreed or agreed that “*There are sufficient numbers of part-time faculty to support the programs in my area.*” The survey results indicate that there is a need for more permanent staff and faculty at Los Angeles Mission College. The District is attempting to address these needs in part by revising the District Allocation Model to provide additional funds to support much needed full-time faculty positions along with custodial and maintenance staff.

ACTIONABLE IMPROVEMENT PLANS

No recommendations at this time.

III.A.3. The institution systematically develops personnel policies and procedures that are available for information and review. Such policies and procedures are equitably and consistently administered.

III.A.3.a. The institution establishes and adheres to written policies ensuring fairness in all employment procedures.

III.A.3.b. The institution makes provision for the security and confidentiality of personnel records. Each employee has access to his/her personnel records in accordance with law.

DESCRIPTIVE SUMMARY

Los Angeles Mission College employment and personnel policies and procedures adhere to the LACCD Personnel Guides, LACCD Board Rules, LACCD Personnel Commission Laws and

Rules, and collective bargaining agreements. There are six collective bargaining units recognized by the College (see Table 1 Standard IV.A). Each collective bargaining agreement is negotiated between the Los Angeles Community College District administrative staff and union representatives. The Los Angeles Community College District Board of Trustees approves the agreements. Union members have the right to file grievances and seek remedies against College administrators when their contractual rights have been violated.

Los Angeles Mission College utilizes the District Office Compliance Officers, whose duties include advising, investigating, and resolving conflicts in areas such as equal employment, hiring practices, administering discipline, sexual harassment prevention, gender equity, accommodation of the disabled, and complaint resolution. All selection committees include either a compliance officer or an equal employment opportunity (EEO) representative to ensure that fair hiring practices are followed. In the spring 2012, the District provided training to all college EEO Representatives. The EEO Representative is responsible for compiling all selection process materials during the interviews and distributing them to the administrator in charge.

The College makes provisions for keeping personnel records secure and confidential. Hard copies of all official personnel files are maintained at the District by the HR Division. Electronic personnel records are housed in the SAP (Systems, Applications, and Products) system. Employees are informed of their right to access to their personnel records, and the District's SAP Human Resources system provides online access to each employee's personnel information. The College provides security and confidentiality of employee and prospective employee records under the direction of the equal employment opportunity officer during the faculty hiring process. The confidentiality of applicant records is upheld by the execution of confidentiality agreements by all members of selection/hiring committees.

Personnel files contain an employee's work history, original employment application, performance evaluations, leave of absence requests, requests for transfers, notices of outstanding work performance, letters of commendation, notices of unsatisfactory service and the employee responses, resignations and reinstatement requests. The file may contain other records such as criminal convictions, privileged legal correspondence, and working papers together with a list of any materials that have been removed from the file.

Los Angeles Mission College maintains a second set of personnel files in the campus Personnel Office. These files consist of leave of absence requests, documentation of disciplinary actions, performance evaluations, and resignations. Material of a derogatory nature must bear the name of the administrator who filed it, the date it was filed, and the employee's signature verifying that the employee received a copy. If an employee refuses to sign the form, a witness may sign in his/her place. Personnel files are kept on campus in a locked cabinet within the Personnel Office. Individuals who have access to these files include supervisors, administrators, employees of the College or District whose duties are to maintain the files, managers in the employee's chain of command, Personnel Commission staff, union representatives, Office of the General Counsel staff, Office of Labor Relations staff, and senior district administrators. Employees can make a request to review their personnel files at any time. When it is necessary to transport or photocopy any portion of a personnel file, reasonable steps are taken to secure the material.

SELF EVALUATION

The College makes every effort to maintain the confidentiality of employee records and develop fair employment procedures and policies. Employees have access to their personnel records through the District Human Resources Division and online through SAP. The various collective bargaining unit contracts specify the procedures for employees to access their personnel records. All files and information related to hiring processes are collected by the EEO and can be requested by job applicants.

EEO representatives ensure that Los Angeles Mission College adheres to fair employment procedures, and practices are directed by the established procedures within the collective bargaining agreements, board rules, and personnel guides. All union contracts are made available online for employees to refer to as needed. The Personnel Office also maintains a current copy for each unit. Many unions distribute hard copies to their members. Board Rules and personnel guides are posted on the District Web site.

In order to ensure fair employment practices, the EEO Representative is responsible for explaining to all members of a hiring committee the Committee Members' Review and Interview Agreement, which states that the committee adheres to all equal employment opportunities and practices according to state, federal, and district policies. For all full-time academic hires, access to the People Admin applications is not granted until all panel members are instructed about the confidentiality regarding the privileged access to the information. Confirmation of these instructions is reaffirmed by having the committee members sign a confidentiality agreement.

ACTIONABLE IMPROVEMENT PLANS

No recommendations at this time.

III.4. The institution demonstrates through policies and practices an appropriate understanding of and concern for issues of equity and diversity.

III.4.a. The institution creates and maintains appropriate programs, practices, and services that support its diverse personnel.

III.4.b. The institution regularly assesses its record in employment equity and diversity consistent with its mission.

III.A.4.c. The institution subscribes to, advocates, and demonstrates integrity in the treatment of its administration, faculty, staff and students.

DESCRIPTIVE SUMMARY

The Los Angeles Community College Non-Discrimination Policy states:

The LACCD seeks to implement affirmatively, equal opportunity to all qualified candidates and applicants for employment without regard to race, color, national origin, ancestry, religion, creed, sex, pregnancy, age, disability, marital status,

medical condition (cancer related), sexual orientation, or veteran status. Positive action will be taken to ensure that this policy is followed in all personnel practices, including recruitment, hiring, placement, upgrading, transfer, demotion, treatment during employment, rate of pay or other forms of compensation, selection for training, layoff or termination. A vigorous Equal Employment Opportunity Program will be maintained to ensure a diverse work force and to achieve expected representation of qualified members of underrepresented groups through the implementation of specific result-oriented plans and procedures (Board Rule 101301) (III.A-49).

This policy is published in college publications, including the College Catalog, Schedule of Classes, and employment advertisements.

Los Angeles Mission College employed a full-time Compliance Officer until 2008. Upon the resignation of this employee, the responsibilities were reassigned to the areas of the Vice President of Academic Affairs and the Office of the President. However, in spring 2012 these duties were reassigned to the Vice President of Administrative Services. When necessary, the College may utilize District Office Compliance Officers. Furthermore, student matters involving physical or mental disability may be forwarded to the director of Disabled Students Programs and Services. Inquiries may also be directed to the District Office of Diversity Programs (III.A-50).

All hiring selection committees must have a Compliance Officer or an Equal Employment Opportunity (EEO) representative present at all times. Currently this individual is assigned by the Vice President of Administrative Services. The compliance officer or EEO representative collects records for each stage of the selection process including the Campus Interview Committee Members' Agreement (III.A-51) and Evidence of Effort Report (III.A-52). The Compliance Officer, or EEO representative, must submit the above documentation for a certificated position to its respective administrator in charge before the District Division of Human Resources' final offer of employment is made. The data are then analyzed to ensure that the pattern of hiring is in accord with state and federal laws and does not indicate any adverse impact against any racial or gender group. For classified employment the Evidence of Effort forms remain in the Administrative Services Office.

The Sexual Harassment Policy of the Los Angeles Community College District was established to provide an educational, employment, and business environment free from unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct or communications constituting sexual harassment (III.A-53). Employees, students, or other persons acting on behalf of the District who engage in sexual harassment as defined in this policy or by state or federal law shall be subject to discipline, up to and including discharge, expulsion or termination of contract. Any individual who files a pre-complaint questionnaire or a complaint pursuant to this policy in which he or she knowingly makes false allegations of fact shall also have violated this policy and be subject to applicable or appropriate disciplinary process. LAMC continually conducts bi-annual workplace harassment workshops for managers, supervisors, department chairs, and non-supervisory employees. Additionally, for those unable to attend in-house workshops, the District provides online harassment training for both supervisory and non-supervisory employees.

The District Discrimination Policy and Procedures for Complaints under AB 803 (III.A-54) states that all programs and activities of the Los Angeles Community College District shall be operated in a manner which is free of discrimination on the basis of race, color, national origin, ancestry, religion, creed, sex, pregnancy, marital status, medical condition (cancer related), sexual orientation, age, disability, and veteran status. All persons making an allegation of discrimination and all persons involved in investigation of complaints shall have a duty to maintain the confidentiality of the matters discussed. Retaliation against anyone who makes a complaint, refers a matter for investigation or complaint, participates in investigation of a complaint, represents or serves as an advocate for an alleged victim or alleged offender is prohibited and is a violation of this policy. The LAMC Student Equity Plan (III.A-55) includes data on student progress, such as student transfers, completion of English, Mathematics, ESL and Basic Skills, degrees and certificates. This plan also sets goals, objectives, and priorities for the improvement of equity and diversity on campus.

After a discrimination complaint is filed, the compliance officer initiates a 30-day review period in an attempt to resolve the complaint informally. If the complaint remains unresolved, the compliance officer conducts a formal and impartial investigation within the next 60 days and prepares a report for review by the College President and the Director of the Office of Diversity Programs. Within 90 calendar days of the complaint filing date, the compliance officer must prepare a letter of determination to the complainant and the alleged offender which includes a summary of the investigation, determination as to whether discrimination did or did not occur, a description of actions taken and the proposed resolution of the complaint. The complainant has a right to appeal the decision in writing to the Board of Trustees and the Chancellor within 15 days. If an appeal is filed, the Board of Trustees reviews the original complaint, investigative report, notice of determination, and appeal and issues a final district decision within 45 days. The Director of the Office of Diversity Programs forwards a copy of the final decision by the Board of Trustees to the complainant and the State Chancellor. Complainants have the right to file written appeals with the State Chancellor within 30 days of receipt of the final District determination. When a determination is made that disciplinary action is warranted, it is initiated no later than 10 days after the letter of determination is issued to the complainant and the alleged offender.

SELF EVALUATION

Los Angeles Mission College strives to promote a collegial and non-hostile environment in accordance with the LACCD Board Rules and policies, state and federal law, and employee contracts. However, as mentioned previously and in Standard IV.A, maintaining collegiality has been challenging at times for the College. In the Fall 2011 Faculty and Staff Survey, 67% of respondents agreed or strongly agreed with the following statement: *“Mission College demonstrates through its policies and practices an appropriate understanding of and concern for issues of equity and diversity.”* In the same survey, 56% of respondents agreed or strongly agreed with the following statement: *“I am satisfied with the procedures available to resolve problems I may have within the college.”* However 22% disagreed or strongly disagreed with this statement (Table 9).

TABLE 9 FALL 2011 FACULTY AND STAFF SURVEY (N=158)			
Survey Questions	Strongly Agree or Agree %	Disagree or Strongly Disagree %	Not Applicable or No Experience %
45. Mission College demonstrates through its policies and practices an appropriate understanding of and concern for issues of equity and diversity.	67	17	16
46. I am satisfied with the procedures available to resolve problems I may have within the college.	56	22	22
47. Mission College promotes high ethical standards for faculty, staff and students.	65	24	10
48. The professional development programs offered to employees reflect work-related needs and interests.	74	11	15

In order to promote collegiality and civility on campus, the President asked the LACCD Director of Diversity and Compliance Officer to hold office hours on campus twice a week for personal consultations for two weeks during the spring 2012 semester. These consultations led to the implementation of several strategies designed to improve the campus climate including the immediate intervention by outside mediators for two academic departments, Counseling and Child Development, which have a history of ongoing tensions and interpersonal conflicts.

The recent revision of the College's Mission Statement in fall 2012, redefined and broadened the College's intended population to acknowledge "*the diverse communities we serve.*" In the summer of 2012, the Chapter Presidents of the AFT Faculty and Classified Guilds along with the Faculty Guild Grievance Representative launched an Anti-Bullyism and Pro-Collegiality campaign to address the declining campus climate at LAMC and to begin discussions which focused on creating a harassment free workplace as guaranteed by the faculty contract. The President also hosts Town Hall meetings at least once a semester to discuss issues of concern to the campus. In summer 2012, the President invited the Office of General Counsel to develop and present a workshop entitled "*The Brown Act for Campus Groups.*" This workshop discussed basic requirements and principles of the Brown Act and provided examples of how the Brown Act should be incorporated into on-campus meetings.

ACTIONABLE IMPROVEMENT PLAN

See recommendations in Standard IV.A.3.

III.A.5. The institution provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on identified teaching and learning needs.

III.A.5.a. The institution plans professional development activities to meet the needs of its personnel.

III.A.5.b. With the assistance of the participants, the institution systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.

DESCRIPTIVE SUMMARY

The Professional and Staff Development Committee provides faculty, administration, and classified staff the opportunity to maximize their professional and personal development through a planned program of activities and resources that support the mission and goals of the College. The committee ensures that opportunities for professional growth are made available to faculty, staff, and administrators under the guidelines of AB 1725 (III.A-56) and that these opportunities are posted on its Web site (III.A-57).

The co-chairs of the Professional and Staff Development Committee attend regular leadership meetings to be informed about any training opportunities that arise. As a shared governance committee, it reports directly to the College Council on a monthly basis. The primary purpose of the committee is to oversee the professional development of faculty, classified staff, and administrators. All activities provided by the committee are summarized and evaluated in yearly self and external evaluations that are submitted to the Shared Governance Task Force (III.A-58). The committee chairperson keeps all faculty and staff informed of available workshops and trainings through the Professional and Staff Development Web site and via e-mail. This Web site includes dates of committee meetings, minutes, and training information. In addition to the committee chair, a Flex Coordinator is in charge of verifying and keeping records of faculty professional development activities and the yearly reporting of flex activity to the State of California Chancellor's Office.

In its continued endeavor to meet the professional and personal development of the staff, the committee creates a "Schedule of Workshops" (III.A.59) each semester on the committee Web site. This allows staff and faculty to plan their professional development goals. These workshops vary from pedagogical approaches to general skills development. The activities/workshops are evaluated through surveys to assess the effectiveness of the material given, and all attendees are encouraged to fill out the evaluation form. Evaluations are reviewed by the members of the committee and the Shared Governance Task Force to assess future needs and recommend changes.

In addition to the activities organized by the Professional and Staff Development Committee, the Professional Growth Committee of the Academic Senate supports faculty attendance at conferences, workshops, and seminars and may provide tuition reimbursement. Attendance at courses, workshops, or organizational activities is eligible for reimbursement. Courses covered

for reimbursement are ones that pertain to the employee's current classification, assist the employee with career advancement and/or retraining, or are recommended by his/her department supervisor or the College President. As outlined in Article 17 of the AFT College Staff Guild Contract, employees in the Clerical/Technical Unit are eligible to receive tuition reimbursement. Reimbursement is allocated once the employee has submitted evidence of successful completion and a report evaluating or summarizing the activity.

In fall 2009 LAMC was awarded a Hispanic Serving Institution (HSI) Title V grant by the U.S. Department of Education that encourages collaboration to provide professional and staff development. Some of the accomplishments of the Professional and Staff Development Committee are listed below:

- **Online training:** In conjunction with the Instructional Technology Department, two online trainings were provided. DARE to CARE, a DSP&S training that aims at awareness of students with learning disabilities and the MS IT Academy to further develop online Microsoft skills.
- **General faculty workshops:** Faculty presented workshops in their area of expertise.
- **Cultural events:** The committee has collaborated with the Associated Students Organization (ASO), to enrich the community with events related to African-American History, Armenian Genocide, Cinco de Mayo Celebration and Denim Day Awareness.
- **One-on-one training:** Academic Affairs and Professional and Staff development partnered in providing individual training to targeted faculty who needed assistance with online grading, using the faculty portal, e-mail and the Microsoft Office Suite.
- **Customized training:** Created individual programs for Admissions and Records, Financial Aid, and EOP&S.
- **Flex Day:** Provided a full day of training for all faculty at the beginning of the fall semester.
- **District wide workshops:** Worked with the District Office to present workshops on safety, weapons and workplace violence prevention, bullying and gossiping in the workplace, and life after retirement.

SELF EVALUATION

The Professional and Staff Development Committee has had no yearly budget awarded from the College or state since 2004. However, the functions of this committee, which include staff and faculty training, are viewed as important and vital to the success of this institution. Therefore, resources have been gathered from different areas, such as the Hispanic Serving Institution (HSI) grant, Title V, District Employee Assistance Program (EAP) and Associated Students Organization (ASO) to continue providing training opportunities for the community. For the past five years, the LAMC Foundation has sponsored all the annual Flex Day activities and the President's Office has subsidized several workshops and faculty and staff development activities to build team cohesiveness.

In the Fall 2011 Faculty and Staff Survey, 74% of respondents agreed or strongly agreed with the following statement: "*The professional development programs offered to employees reflect work-related needs and interests.*" The vigorous involvement of the Faculty and Staff

Development Committee has enabled development of workshops for each semester. These workshops have been evaluated by the attendees of the materials, subject matter and effectiveness of the presentation. In addition, the evaluations are reviewed by members of the Professional and Staff Development Committee to assess future needs and recommend changes. The creation of a separate Classified Staff Development Committee has been discussed among senior staff at Los Angeles Mission College. This committee would develop and offer training and education for professional and personal growth.

ACTIONABLE IMPROVEMENT PLANS

No recommendations at this time.

III.A.6. Human resource planning is integrated with institutional planning. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement.

DESCRIPTIVE SUMMARY

All departments and/or divisions within Los Angeles Mission College complete a yearly Program Review to analyze their current and future staffing needs for classified, unclassified, and academic employees and resource allocations needed to better provide service and enhance institutional effectiveness. Proposed changes to departments are evaluated by the executive staff, to ensure staffing complies with collective bargaining agreements, is fiscally responsible, and meets the College's needs. Concurrently, the LACCD may provide hiring directives that may supersede the Program Review recommendations. In fall 2012, the District Allocation Model was reviewed and modified to provide an additional \$480,000 for the purpose of hiring seven classified employees (four custodians, one groundskeeper and two trades people) to maintain the new instructional buildings to ensure they are clean, safe, and functional (III.A-60). The District also analyzed the FON for all nine campuses, and in fall 2012 Los Angeles Mission College hired six new full-time faculty members.

As mentioned earlier, requests to fill faculty positions can be submitted to the Faculty Hiring Prioritization Committee (FHPC) by department chairs, the Education Planning Committee, Academic Senate, and Vice Presidents. The FHPC prioritizes the requests and makes its final recommendations through the Academic Senate to the College President for final approval. Department chairs, program directors, and other managers can initiate requests for additional classified staffing. Classified positions are filled when the appropriate Vice President completes a Request for Authorization to fill a classified position and submits it to the President. Once approved, the Personnel Commission provides a list of qualified candidates that can be interviewed and hired for the position. (See LAMC Hiring Plan on next page).

SELF EVALUATION

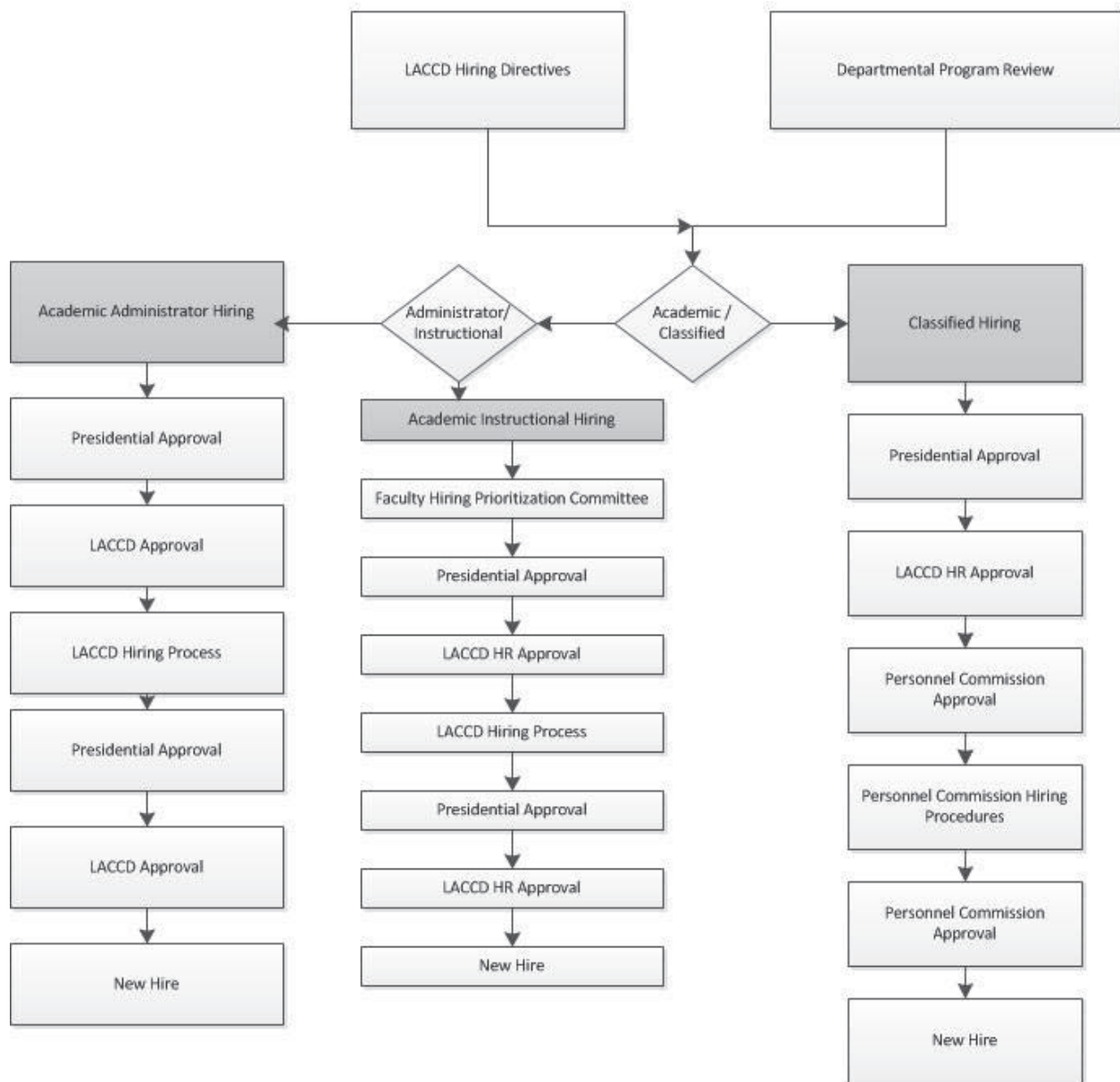
Since fall 2007, the College has hired 33 classified employees and 34 faculty positions. While the College's full-time to part-time faculty ratio is the second lowest in the District (Table 7), LAMC's faculty, administrators, and classified staff have worked to maintain the integrity of the academic programs and student services while consistently working with a limited number of

new hires. In spite of challenging budget reductions, the College has been able to maintain a positive ending balance during the last six years. The integration of human resource planning, in conjunction with institutional planning, has permitted the College to proceed in a manner that exemplifies fiduciary responsibility and College effectiveness.

ACTIONABLE IMPROVEMENT PLANS

No recommendations at this time.

LAMC Hiring Plan



STANDARD III.A – EVIDENCE

Evidence documents can be found at: <http://www.lamission.edu/2013accreditation/III.A.aspx>

- III.A-1 Minimum Qualifications for Faculty and Administrators in California Community Colleges
- III.A-2 LACCD Human Resources Guide HR –R -100
- III.A-3 LACCD Board Rule 10304
- III.A-4 District Human Resource Guides and Regulations
- III.A-5 Online Applicant Tracking PeopleAdmin System
- III.A-6 California Code of Education Section 87360 (b)
- III.A-7 LACCD Board Rule 10304: Chapter 10, Article 3
- III.A-8 Los Angeles Mission College Certificated Hiring Policy, 2005.
- III.A-9 Title 5 CCR 53020 (a) & (b)
- III.A-10 LACCD Board Rule 10403.1: Chapter 10 – Article 4
- III.A-11 Refer to III.A-10
- III.A-12 LACCD Personnel Guides
- III.A-13 Refer to III.A-4
- III.A-14 AFT Union Contract – Los Angeles College Faculty Guild, Local 1521
- III.A-15 California Education Code Section 87600-87612 & 87620-87626
- III.A-16 Title 5 of the California Code of Regulations
- III.A-17 Refer to III.A-3
- III.A-18 Notification of Adjunct Faculty Selection Form (HR-R-130)
- III.A-19 Refer to III.A-10
- III.A-20 Human Resource Guides, R-110
- III.A-21 Refer to III.A-3

III.A-22	Refer to III.A-7
III.A-23	LACCD Personnel Guide – B531
III.A-24	Personnel Commission
III.A-25	Refer to III.A-23
III.A-26	HR R-300 Unclassified Employees
III.A-27	Refer to III.A-5
III.A-28	Fall 2011 Faculty/Staff Survey Results, Page 5, Question 43
III.A-29	Refer to III.A-14, Article 19 of the AFT Agreement
III.A-30	Refer to III.A-14, Article 42 of the AFT agreement
III.A-31	California Teamster Local 911
III.A-32	Article 8 of the Local 911 Contract
III.A-33	AFT Staff Guild 1521A Contract, Article 16
III.A-34	School Employee's Union - SEIU Local 99 Contract, Article 12
III.A-35	Los Angeles Orange Counties Building and Construction Trades Council Article 15
III.A-36	Supervisor Employee's Union - SEIU Local 721, Article 11
III.A-37	Performance Evaluation – LACCD and Personnel Commission Rules
III.A-38	Government Code Section 3540.1(c), HR H-201
III.A-39	Refer to III.A-20
III.A-40	January 2012 Board Meeting Minutes
III.A-41	Refer to III.A-14, Article 19 and 42
III.A-42	LAMC Academic Senate Faculty Ethics Statement
III.A-43	LACCD Board Rule: Chapter 9 – Article 11
III.A-44	College Code of Conduct

- III.A-45 LACCD Board Rule: Chapter 1 – Article 2
- III.A-46 LACCD Personnel Commission – Classified Employee Handbook
- III.A-47 President Town Hall Meetings
- III.A-48 Refer to III.A-7
- III.A-49 Board Rule 101301 – Chapter 10, Article 13
- III.A-50 District Office of Diversity Programs
- III.A-51 Campus Interview Committee Members’ Agreement
- III.A-52 Evidence of Effort Report
- III.A-53 The LACCD Sexual Harassment Policy
- III.A-54 LACCD Discrimination Policy and Procedures for Complaints
- III.A-55 LAMC Student Equity Plan
- III.A-56 California Education Code Section 87150
- III.A-57 Professional and Staff Development Web site
- III.A-58 Shared Governance Task Force Yearly Self and External Evaluations
- III.A-59 Fall 2011 Schedule Workshops
- III.A-60 Board Meeting Minutes June 13, 2012