



FACULTY SENATE MEETING

March 21, 2022

EXHIBITS



Minutes of the
MEETING OF THE FACULTY SENATE
March 14, 2022

APPROVED

PRESENT: Eduardo Aguilar, Lacey Craft, Will Dalrymple, Alexandra Doyle Bauer, Molly Faulkner, Jenny Fererro, Sergio Hernandez, Erin Hiro, Jason Jarvinen, Teresa Laughlin, Lawrence Lawson, Beatrice Manneh, Leigh Marshall Adam Meehan, Susan Miller, Ben Mudgett, Scott Nelson, Wendy Nelson, Tanessa Sanchez, Fari Towfiq, Alyssa Vafaei, Rocco Versaci, David Williams (ASG), Reza Wrathall, Anastasia Zavodny

ABSENT:

GUESTS: Barbara Hammons, Vikash Lakhani, Julie Lanthier Bandy, Billieanne McLellan, Elyse Real

Please note: All votes are presumed unanimous unless indicated otherwise.

CALL TO ORDER The video conference meeting was called to order by Senate President Rocco Versaci at 2:30 PM.

PUBLIC COMMENT – No Public comments.

ANNOUNCEMENTS

Senate Secretary Molly Faulkner said *Little Shop of Horrors* is on stage again this weekend. Performances are live on stage in the Howard Brubeck Theatre and tickets can be purchased here: <https://palomar.universitytickets.com/> For select performances, virtual ZOOM tickets are available. For more information about the virtual opportunities, email the box office at hmurray@palomar.edu

Senator and TERB Coordinator Lawrence Lawson said the TERB meeting today will begin at 5 PM instead of 4 PM.

Senator Susan Miller reminded faculty about the Women's History Month events taking place in March. Registration for the events can be done through PD.

AGENDA CHANGES – Information Item D will be the first Information Item discussed today.

APPROVAL OF MINUTES

Motion 1 MSC: Towfiq/Fererro

Faculty Senate approval of meeting minutes dated March 7, 2022 (see Exhibit 1).

The motion carried.

ACTION

A. Curriculum

Senator and Curriculum Co-Chair Wendy Nelson reminded faculty that Palomar will not be operating under a state of emergency in Fall 2022. If any faculty indicated that a course will only be offered online when a state of emergency is present, and you want it to remain online, faculty need to go into META and do a course review and change it to DE.

B. Committee Appointments

Senator and Chair of Committee on Committees Anastasia Zavodny said a call will be going out today or tomorrow for faculty positions on two new committees. Faculty positions will be needed on the Priority Committee and Valedictorian Committee.

Senate President Versaci said HR is going out for search committees for VP of Instruction and VP of Finance and committee members need to be seated around April 7 but the timeline is not final yet. Versaci will get the timeline to Zavodny once its finalized so calls can go out to fill the positions. There was discussion around whether the VP positions will be for interims or for permanent VPs. Versaci said VP Kahn's last day is May 2 so he isn't sure exactly what the plan is.

Versaci said Committee on Committees needs to have five seats filled, three faculty and two Senators and Senator Zavodny will get the call out today. Zavodny said the committee will be tasked with reviewing and making some changes to committees and will come to Faculty Senate for further discussion. President Versaci, Senator Susan Miller, Senator Wendy Nelson, Senator Alyssa Vafaei and Barbara Hammons volunteered to serve.

Motion 2 MSC: Fererro/Lawson

Faculty Senate approval of appointments to serve on Committee on Committees.

Abstention: Anastasia Zavodny

The motion carried.

Committee on Committees - **Rocco Versaci, Susan Miller, Wendy Nelson, Alyssa Vafaei, Barbara Hammons**

C. Selection of Student Learning Outcomes Co-Coordinator

Motion 3 MSC: Laughlin/Towfiq

Faculty Senate approval of the following position (see Exhibit 2)

Student Learning Outcomes Co-Coordinator - **Aundrea Tavakkoly**

The motion carried.

INFORMATION ITEMS

D. Overview of the College's Enrollment & Marketing Plan (see Exhibit 3)

VP Vikash Lakhani said a team has been created to review all of the enrollment recommendations made by Senate. Right now, the team is figuring out what issues the District has control of, what issues are connected to CCCApply and what issues are state level issues. VP Lakhani said once this preliminary review is completed, he will report back to Senate with outcomes, progress reports and a timeline of what the next steps will be moving forward. He also said that his office is setting up an online feedback form that anyone can go to at any time to provide recommendations. Student Services will be tracking this information, forwarding to each respective office and then following up to ensure the problem or issue is being resolved.

Director Julie Lanthier Bandy reported that since January she's been placing more media in the market through the utilization of HERFF funding of just over \$100K. The primary focus is branding and awareness and will be launched in time to support open enrollment.

Senate Secretary Molly Faulkner asked about the outreach component of the plan and explained she personally does about 80 hours a year of outreach in the high schools without any Palomar support and does it to ensure that Performing Arts thrives. She said other faculty does outreach and hoped that all of these efforts could be consolidated. VP Lakhani responded saying they are currently reorganizing Palomar's outreach grant-funded programs. Dual Enrollment and Promise are now together in one area and grant-funded programs who does outreach in the high schools will be consolidated into this as well. His goal is that anyone doing outreach for Palomar will have linkage to Instruction and know what messages are to go out to the community. Eventually an outreach calendar will be built as well so outreach is more structured and partnered with faculty. Lakhani also said that Dianna Shoop will have outreach materials available. Senator Faulkner asked if faculty would have the opportunity to provide input for the outreach plan and Lakhani said that once the outreach leadership positions are in place, their attendance at departmental meetings will be important for total collaboration to take place. He added that in-service trainings are planned where faculty can come provide input as well.

Senator Scott Nelson asked if the idea is being explored to incentivize students to come back to campus for face-to-face classes. VP Lakhani said they are still exploring this idea but with all the complexities involved, a conclusion has not been met. An example is that HERFF funding can not be used to incentivize new enrollment but can be used for re-enrollment (students coming back). He is currently researching how other colleges are doing this and what approach they use since monetary incentivizing is an issue.

Lanthier Bandy added that a digital campaign is in the works now targeting approximately 6,200 students who attended in Fall but did not enroll this semester.

Senator Wendy Nelson asked if any faculty or students could be involved with the group or team that is brainstorming enrollment issues and making decisions of how best to get students back on campus. Lakhani responded saying that a task force could be put together quickly to move on this issue. He also said that general messaging is being created to show the community what its like to be back on campus taking face-to-face classes. In person campus events including large registration events are being scheduled to bring high school students to campus. An in-person high school counselor event is set for May as well.

Senator Lawrence Lawson asked about the use of Spanish language in the outreach and marketing materials. Lanthier Bandy said the direct mail campaigns do include Spanish versions and a direct mail agency is used to identify Spanish speaking households. From a web-streaming standpoint, she said that through a grant-funded program, last summer they were able to purchase a campaign for web-streaming that was both in English and Spanish. And some of the social media posts are translated into Spanish by Dianna Trujillo.

Senator Lawrence Lawson asked whether immigrants and refugees are included in the target audience and said SDCCD does advertise to that demographic for non-credit classes with good results. Lanthier Bandy replied that this hasn't been the practice at Palomar. Lawson then asked for clarification on the click-through rate data shared on page 5 regarding the I-Heart Spring 2022 campaign and Lanthier Bandy said she will share more information about the click-through rate data once she has had a chance to review it again.

Senator Faulkner said she hopes some of the messaging include information about the availability of emergency grants and laptop giveaways or other incentives that Palomar is already providing. Lanthier Bandy said this is not part of the current messaging. Faulkner asked if there is any District support to assist departments with the website so departments can disseminate important information and assist with website maintenance. Lanthier Bandy said that in 2020, funds became available to use an outside agency to improve the website and make it more student-centered. Kelly Helming has been working on these recommendations and website improvements will be launched hopefully in

June. With this new website design, there will be better templates for departments to share programs. She said she isn't aware of any District funding available to assist departments with managing the content on their own pages.

Senator and Articulation Officer Ben Mudgett asked how HERFF money is being used to bring students back to campus and how is the marketing plan addressing closing the achievement gap among disproportionately impacted students. Lanthier Bandy said she could speak to the marketing component of this effort and said one example is making the online enrollment easier for students and geared more towards a call to action. A challenge now is that when students click on APPLY, they are routed through CCCApply first. If the student clicks on STEPS TO ENROLL or other web pages that are linking to pages that share the campaign messaging, it makes it a bit easier to attract students. Lanthier Bandy said she and VP Lakhani are still working on ideas of how best to "grab" potential students who are landing on the website and bringing them to Palomar College and isn't aware of any community college that is doing this successfully because of the "black hole" of CCCApply. Her ultimate goal is to market to potential students who have applied but who have yet to enroll at Palomar College.

VP Lakhani said Student Services has been working on re-enrollments. One recent campaign targeting approximately 900 students, brought some students back and resulted in close to 80 completions already. Follow up with students who have not responded to the campaign is now under way. Each semester, about 6,000 students who have not re-enrolled are contacted by Student Services and offered enrollment assistance. This semester, Lakhani said more focus will be on the social media component to get students re-engaged. HERFF funding is also being used to compensate more staffing time needed in these ongoing efforts. Recruiting for additional temporary staff has also been a challenge.

VP Fererro asked for more information regarding the turnover rate for billboards and ads. Lanthier Bandy said once the marketing coordinator is hired, more time will be spent overseeing this aspect of marketing. A nine week campaign will start soon with a billboard on Bent Ave next to Hwy 78 but funding is always an issue. Fererro said that adding more funding to novelty will help. Fererro suggested that involving high school age students or younger Palomar College students may be helpful in creating the content and to make posts more attractive to that demographic. Fererro also suggested collaborating more with departments who would appreciate sharing their unique and interesting accomplishments, and new or innovative courses spotlighted in posts or in print ad campaigns...any efforts to spotlight the uniqueness of Palomar. VP Lakhani said this is exactly what Palomar's Preview Days will showcase and will be asking departments to participate in these events. Lanthier Bandy said she worked with Phi Beta Kappa students to get input for the TikTok campaign that began in December.

Senator Wendy Nelson said Palomar needs to run a billboard that reads "Free Classes for High School Students." This is the best kept secret at Palomar.

Senator Zavodny asked when the HERFF funding will end and VP Lakhani said that it is currently set to expire in August but an extension has been applied for which would push the expiration to December. Zavodny asked if students enrolled in Palomar's social media and marketing classes are ever collaborated with when designing content. Lanthier Bandy said this has not happened but would be a consideration for moving forward. Zavodny asked if any progress has been made to improve the cumbersome Palomar internal communication structure. Other colleges have a robust communication structure in place so faculty and staff can easily stay updated. Lanthier Bandy said that a communication called Three Minutes of News was going out every other week but getting information for this communication was very difficult when COVID hit. This piece has not come back yet but is a priority for her. An intranet site is being developed right now that can be used for this purpose.

Zavodny asked whether the Strategic Enrollment Management Task Force or something similar will ever be revisited and revived saying that faculty are not currently involved with the new enrollment work group that has been formed. She added that it doesn't matter how well Palomar advertises if the enrollment system is still broken. VP Lakhani agreed that a more college-wide strategic management group should be considered.

In reference to page 5 of the marketing plan, Senator Lawson said Julie Lanthier confirmed in CHAT that CTR is the number of clicks that your ad received divided by the number of times your ad is shown: Clicks + Impressions = CTR. If that is true, then 1,353 is .27% of the 501, 160.

ASG Secretary David Williams asked if the student body could be more involved with the College's marketing materials.

A. Senate Election Updates (see Exhibit 4)

Senator and Elections Chair Beatrice Manneh explained the exhibit and said the call will go this week.

B. Resolutions for Discussion at Area D Meetings (see Exhibit 5)

President Versaci asked if anyone has questions to please reach out to either Jenny or himself. The meeting is Saturday, March 19. The resolutions will be going to Spring Plenary in early April.

C. Faculty Hiring Procedures Update

President Versaci said on March 21, this item will go on the agenda for Information and approval of the revised Faculty Hiring Procedures. Some additional changes were made based on recent conversation with the District. This would allow Faculty Senate to maintain shared governance and some kind of authority over the procedures. After defining a course of action with President Rivera- Lacey, VP Montoya stepped back into the conversation and brought up some legal issues that need to be addressed. He said Senators have probably read the communication that went out on Friday that has to do with the current hiring procedures, specifically about the number of faculty members who can go from the first level to the second level. In our procedures, there's no upper limit to that and the first committee decides who's going to move on to the second level. This is not said in AP7120 and that's been a sticking point. What's going to happen now is if committees do want to send more than five members to the second committee, they have to make a request to VP Montoya explaining the rationale for that, and Versaci has assurances that this will proceed smoothly. Versaci said he contacted the chairs of the hiring committees to tell them about this.

Versaci said the other issue was about in person versus ZOOM interviews and the District agreed that if the interviews had not yet been scheduled, either the first level or the second level, the committee would have the option to decide whether those interviews we're going to be in person or via ZOOM and it has to be consistent for all the interviewees. Versaci said he sent a message to President Rivera-Lacey to find out about the travel reimbursement for in person interviews and he doesn't have an answer yet. This is in the Faculty Hiring Procedures to reimburse at the first level and the District is fine with this but it's unclear whether that will apply to this current round of hiring.

REPORTS

ASG (Mouawad) – No report.

President (Versaci)

As discussed in Senate on 3/7, I put out the call for a one-year appointment for the Accreditation Steering Committee Co-Chair.

Jenny and I met with President Rivera-Lacey and Vice President Montoya on Monday, March 7, to discuss the progress concerning the Faculty Hiring Procedures. We will provide an update at the 3/14 Senate meeting. We are on schedule to make final approvals to our Faculty Hiring Procedures at our 3/21 Senate meeting.

College Council (Versaci)

College Council met on Friday, March 11 (before Senate but after reports were due).

Equity, Education, & Student Success (EESS) Council (Versaci)

The EESSC met on Friday, March 4. Highlights include:

- We approved the creation of a Valedictorian Selection Committee
- We approved the makeup of the Faculty Prioritization Committee
- We approved the changes to the AB705 Support Subcommittee (already approved in Senate)
- We reviewed the AB705 Improvement Plan

Institutional Effectiveness, Planning, and Fiscal Stewardship (IEPFS) Council (Bongolan)

The Institutional Effectiveness, Planning, and Fiscal Stewardship Council met on 03/04/2022. The Council met in small groups and focused on the goals in the following breakout rooms:

1. Integrating equity (and other) data across the institution (Group Lead: Barton)
2. Creating an Integrated Deadlines Calendar (Group Lead: Borth)
3. Ensuring staff are involved in project planning (Group Lead: Kahn)

Next meeting is March 18, 2022.

Employees, Community, & Communications (ECC) Council (Ferrerro)

ECC Council met on March 4. The meeting was relatively quick, and no action was taken. AP 7380 Retiree Health Benefits will be returned to College Council for action.

Infrastructure & Sustainability (IS) Council (Lucindo) – No report.

PFF (Laughlin)

PFF Co-Presidents' report 3/10/22

The accreditation exit report was largely positive with no recommendations regarding compliance with the standards! In my 27 years here I have never heard such a glowing report. It is a testament to the hard work that we all have done during this extraordinarily difficult time keeping the teaching and learning going! I am so proud of being part of the Palomar College family!

I have been actively involved in the shared governance and union meetings including:

- CFT Committee meetings via Zoom and in person
- Governing Board Meeting 3/1/22:
 - As part of my report, I read the PFF resolution in support of Faculty, Staff, and Administrators who are working to further our antiracist agenda. It was well received by the Board, several of whom asked to craft a similar resolution to approve. It is so important that we as a community stand behind our Colleagues. An injury to one is an injury to all!
- Meetings with Dr. Rivera-Lacy
- Campus shared governance meetings:
 - Faculty Senate
 - College Council
 - TERB
 - Budget
 - Benefits
- Support of PFF members
- We stay in close communication with our brothers, sisters, siblings in the CCE. We stand shoulder to shoulder.
- We meet monthly with each Trustee to keep the lines of communication open.
- We have several special projects we are working on including the pay project and part-time equity project which require many meetings.
- Negotiations are ongoing.

We continue to work for the interests of our members. If you have questions or concerns about anything regarding working conditions, compensation, benefits, evaluations, etc. please reach out.

Educators for Equity, Diversity, and Cultural Consciousness – EEDCC (Aguilar/Sadat Ahadi)

- EEDCC meet on 3/4/2022. EEDCC will meet again on 3/25 from 12:30-2 PM. We finished a discussion with Luis Guerrero regarding Professional Development and the details of AP 3000 requirements and other recommendations.
- We are drafting a statement to the Faculty Senate taking a stand against racism at our campus given the recent events virtually on zoom and social media.
- We are also discussing possible composition changes (increasing the number of members) with Ananastasia for the subcommittee and developing a set of specific questions for those interested in joining this committee .
- Finally, EEDCC is discussing tenure process changes with Lawrence. Adding an outside person to the tenure process to make sure the process is followed and fair. Lawrence also shared other improvements on TERB for the Spring 2022.

Accreditation (Meehan)

Our accreditation site visit is now complete. The peer review team made only three recommendations for institutional effectiveness improvement and did not make any recommendations for Palomar to meet accreditation standards. Although this is only based on their preliminary exit report, it's a very positive indication. The peer review team also gave a formal commendation for Palomar's Professional Development program. Thanks to all who were involved in the accreditation process and congratulations to everyone in the Palomar community for their work and dedication!

Distance Education (Hiro)

The next Distance Education Committee meeting is scheduled for March 16 at 2:30 p.m. on Zoom. Meeting ID: 919 9930 3997; Passcode: 974173

Guided Pathways (Nelson) – No report.

Budget (Ferrerro)

Budget Committee has not met since the last report. The next scheduled Budget Committee meeting is on 3/22.

TERB (Lawson) – No report.

Professional Development (Guerrero) – No report.

AB705 Subcommittee (Anfinson) - AB705 SSC: we meet this Thursday at 2:30. I will send the report next week.

Sabbatical Leave (Lawson) – No report.


Equivalency (Towfiq) - The Equivalency Committee is busy reviewing equivalency applications.

Student Learning Outcomes (Bealo/Tavakkoly) – No report.

Faculty Service Areas (Mudgett) - No report. Next meeting is 3/15.

Credit for Prior Learning (Rose) - No report.

ADJOURNMENT: The meeting was adjourned at 3:50 PM.

Respectfully submitted,

Molly Faulkner, Secretary

March 16, 2022 Curriculum Committee Actions

Item D. from BoardDocs Agenda

The following curriculum changes, pending appropriate approvals, will be effective Spring 2022:

D.1. ACTION: Distance Education and Course Reviews				
The following courses have completed the course review approval process. Those eligible to be taught Distance Education meet Title 5 Regulations 5200-5521 and are indicated below. Since these updates have no impact on catalog or college data, they are effective spring 2022.				
Subj	Nmbr	Title	Dist.	Originator
A. BUS	80	Medical Terminology and Anatomy	Yes	Jackie Martin
B. BUS	84	Healthcare Writing Techniques	Yes	Jackie Martin
C. BUS	100	Introduction to Business	Yes	Mary Cassoni
D. BUS	117	Legal Environment of Business	Yes	Lakshmi Paranthaman
E. BUS	125	Business English	Yes	Mary Cassoni
F. BUS	142	Customer Service	Yes	Mary Cassoni
G. BUS	197	Business Topics	Yes	Mary Cassoni
H. BUS	165	Beginning Keyboarding	Yes	Jackie Martin
I. DNCE	111	Modern Dance II	No	Margaret M. Faulkner
J. DNCE	152	Latin Social Dance II	No	Margaret M. Faulkner
K. DNCE	162	Near and Middle Eastern I	No	Margaret M. Faulkner
L. DNCE	163	Near and Middle Eastern II	No	Margaret M. Faulkner
M. DNCE	251	Latin Social Dance III	No	Margaret M. Faulkner
N. DNCE	252	Latin Social Dance IV	No	Margaret M. Faulkner
O. DNCE	262	Near and Middle Eastern III	No	Margaret M. Faulkner
P. DNCE	263	Near and Middle Eastern IV	No	Margaret M. Faulkner
Q. DNCE	277	Classical Jazz Production I	No	Margaret M. Faulkner
R. DNCE	282	Classical Ballet Production II	No	Margaret M. Faulkner
S. ENG	203	Critical Thinking and Composition Through Literature	Yes	Leanne M. Maunu
T. ENG	290	Comic Books as Literature	Yes	Leanne M. Maunu
U. FIRE	142	Fire Ethics	Yes	Wayne Hooper
V. FIRE	160	Wildland Fire Control I	Yes	Wayne Hooper
W. GEOG	105	People and Environment: Introduction	Yes	Wing H. Cheung

CURRICULUM – Additional actions taken by Curriculum on March 16, 2022.

1. Recommend that Palomar College does not make a decision about the state of emergency in order to do a work-around for curriculum to allow courses on the DE Addendum to be taught from a distance.
MSC Rose, Dixon
2. Approve housing of Elementary Education Preparation from Counseling to Child Development and Education and Emphasis in Health and Fitness to Kinesiology
MSC Dixon, Marshall

Approved by the Faculty Senate,

FACULTY HIRING PROCEDURES

GUIDING PRINCIPLES

The Faculty of Palomar College, in establishing the procedures for the hiring of full- and parttime faculty, is guided by the following principles:

The Faculty's role in Shared Governance: Pursuant to rules adopted by the Board of Governors of the California Community Colleges, the Palomar College Governing Board elects to rely primarily on the advice and judgment of Faculty Senate on academic and professional matters. Among these matters are “faculty hiring policy, faculty hiring criteria, and faculty hiring procedures,” specifically noted as number 11 in the “10+1+1.”

A Guiding Principle in Shared Governance: Palomar College's Administrative Procedures (AP) 2510 aptly describes a guiding principle for the faculty's and administration's participation, transparency, and accountability in Shared Governance:

The governance structure and practices embrace the Palomar Community College District values of supporting inclusiveness of individual and community viewpoints in collaborative decision-making processes; promoting mutual respect and trust through open communication and actions; and fostering integrity as the foundation for all we do.

Commitment to Diversity: The Faculty of Palomar College is committed to the goal of diversity and equity in hiring. To that end, while the faculty maintains discipline/subject expertise as a first priority, the elements related to hiring should reflect the faculty's commitment to building diversity as described in both AP 4025 and AP 7120:

In all phases of recruitment and hiring, equal opportunity is afforded to all employees and qualified applicants for employment without discrimination or biases including but not limited to: ethnic group identification, race/ethnicity, color, national origin, religion, socio-economic status, age, gender, gender identity, gender expression, sex, physical or mental disability, sexual orientation, political affiliation, transgender, marital status, veteran status, medical conditions, union membership or on the basis of these perceived characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics. Applicants not possessing specific qualifications as outlined in the job announcement who feel that their background and experience is equivalent to the minimum requirements are encouraged to apply.

In defining diversity with a broad list of groups and individual characteristics, the Faculty recognizes the complex dynamics of the goal of diversity, acknowledging that while our

differences may be evident in ways that are sometimes overt and obvious, they often become evident in language, tone, and attitude. We are committed to an understanding of diversity that acknowledges both visible and invisible registers of difference, and we embrace the goal of a more diverse faculty in all elements of recruitment and hiring, while keeping in mind the California state laws specifying that no preferential treatment can be given to protected classes.

The Goal of the 75/25 Ratio: In 1988, the California Legislature in Section 70 of AB 1725 (the fundamental California Community College reform bill) found and declared: “Because the quality, quantity and composition of full-time faculty have the most immediate and direct impact on the quality of instruction, overall reform cannot succeed without sufficient numbers of full-time faculty.”

Based on this declaration, the reform bill established the current system goal regarding full-time faculty standards: “the Legislature wishes to recognize and make efforts to address longstanding policy of the Board of Governors that at least 75 percent of the hours of credit instruction in the California Community Colleges, as a system, should be taught by full-time instructors.”

Definitions

- “ANTIRACISM”: a form of action against racism in all aspects of curriculum, pedagogy, praxis, and policy.
- “DEI”:
 - DIVERSITY: Includes but is not limited to race and ethnicity, gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and perspectives. Diversity is imperative as we can learn different lived experiences and perspectives regarding important matters.
 - EQUITY: Elevating and supporting underrepresented and historically marginalized communities. This may include dismantling barriers for them and ensuring they are supported in all aspects of life.
 - INCLUSION: Ensuring that our campus is a place where diversity is welcomed, heard, and where every individual feels a sense of belonging and connection. Inclusion is important because we must work together to make our campus a better place for students and the overall surrounding community.
 - EQUITY-MINDED: Carrying a perspective to challenge inequities that students and communities are confronted by and ensuring that equity is at the forefront of decision-making.

The Faculty of Palomar College has developed the following procedures for the hiring of full- and part-time faculty. These procedures are generally in line with the College's AP 7120. Where they diverge from that procedure, this document has precedence over AP 7120. The faculty's intention is to maintain the standard of excellence which has been the hallmark of the Palomar College Faculty and to encourage the principles noted above.

RESPONSIBILITIES OF ALL PARTIES

- Confidentiality: Each participant in the hiring process is responsible for maintaining the confidentiality of all aspects of the selection process, including written materials, oral discussions, and any other information that relates to the selection process. Such information may be shared only with members of the Selection/Joint Selection Committees, Human Resources Services (HRS), and the administrators involved. Confidentiality must be maintained permanently.
- Fairness/Objectivity: Each participant in the hiring process is expected to be objective, fair, equity-minded in their words and actions. Potential conflicts of interest, including personal, professional, and financial relationships with candidates, need to be considered. If they participant cannot be objective, fair, and equity-minded toward all candidates, they should remove themselves from the hiring process.
- Following established policies
- Protecting Palomar College from legal liabilities
- Cooperating and working together as a team: The committee is tasked with various duties that need to be accomplished in a timely manner. If any committee member requests a delay in performing these duties, the voting members of the committee can consider that request and then decide on it by consensus or majority vote.
- Attendance:
 - All members of the hiring committee, including the Compliance Officer, must be present for meetings, interviews, and deliberations.
 - If a voting member of the committee misses any part of an interview or deliberation, that committee member is ineligible for further participation in the hiring process.
 - All members, including the Compliance Officer, must be present for interviews and deliberations, whether those are done face-to-face or remotely through Zoom or some similar method.

- Each hiring committee will establish its specific policy with regard to attendance at preparatory meetings (e.g., development of announcement and materials, etc.). The committee can decide to conduct some or all of these tasks by email. The Compliance Officer must be included in all of these communications.
- Compliance Officer's role:
 - It is the responsibility of the Compliance Officer to observe and monitor the hiring process to ensure complete fairness and consistency for each applicant and to serve as a non-voting resource person to the hiring committee.
 - The Compliance Officer must be present during all meetings of the hiring committee and included in all hiring committee emails and in whatever platform hiring communications are conducted (e.g., Microsoft Teams, Canvas, etc.).
- Training:
 - Prior to participating as a hiring committee member, members must receive training from HRS on the selection process. Faculty Senate may also offer training for faculty members serving on faculty search committees. Such training must occur within one year prior to serving on a hiring committee. Hiring committee training materials are available through HRS.
 - Training shall include the philosophy and commitment to staff diversity as outlined in the District's Equal Employment Opportunity Plan and BP/AP3000, and this training should be inclusive of racial, ethnic, and cultural diversity and implicit bias, the roles and responsibilities of all members of the selection committee, the selection process, interview procedures and techniques (including guidelines on appropriate follow-up questions and reference checks), and the confidentiality of the selection process.

FULL-TIME FACULTY

These procedures are established for the regular, routine process for hiring full-time faculty. The Faculty of Palomar College recognizes the central role of HRS in the success of these procedures. In every stage of the process, the goal is collaboration in the service of high standards and the growth of a first-rate, diverse faculty.

Once the hiring process has commenced, the position can only be cancelled due to a lack of qualified candidates, as determined by a consensus or majority of the voting members of the Selection or Joint Selection Committees.

A Definition of "Consensus" and "Building Consensus"

AP 2510 defines the recommendation process:

“Recommendations shall emerge ideally as a result of group consensus. When consensus cannot be reached, an affirmative vote of 2/3 of voting members present shall determine the recommendation.”

Thus, the definition of “consensus” is that the entire committee, using a collaborative decision-making process, comes to an agreement.

To “build a consensus” is to encourage the open discussion, active listening, and cooperative behavior that are vital to the collaborative decision-making process.

Identification of Positions

- Full-time faculty positions are requested by departments or disciplines and then are prioritized by a subcommittee of the Equity, Education, and Student Success Council (EESSC), utilizing the procedure developed by EESSC.
- Full-time positions for counseling and library faculty are identified through a specific formula developed by counselors, librarians, and the District.
- As early as possible, EESSC will publish the priority list of positions to be hired, ideally by May 1.
- With the goal of establishing the strongest and most diverse pools of candidates, a preliminary number of positions to be hired will be determined by the Superintendent/President and submitted to the Governing Board as early as possible, ideally by August 15.
- In the interest of a more efficient process, multiple positions for specific departments may be considered where appropriate. Departments that are designated for multiple positions may forfeit priority consideration in the one to three years following.
- Departments may begin work on preliminary preparations relating to announcements, etc. in order to act as quickly as possible when positions are approved by the Governing Board. These steps will be contingent upon HRS requirements related to training.

Applicant Travel Expenses

For full-time faculty positions, Palomar College will reimburse applicants for both first-level and second-level interviews for travel expenses incurred during the interview process as follows:

- Applicants who must travel 150 miles or more one way from their residence to the District are eligible for reimbursement with proper verification.

- All expense documentation must be submitted to HRS within 30 days of completing travel. Only original receipts shall be accepted as proper travel expense documentation for reimbursement purposes.
- Reimbursement is limited to \$1,000 per interview level to cover the travel costs incurred by the applicant on behalf of themselves only. Allowable travel costs and associated processes are outlined in the District's travel procedure contained in the Finance and Administrative Services Handbook.
- HRS will include a notice of travel reimbursement in the job announcement (see below).

Announcements and Recruitment

A crucial element of these procedures is the goal of flexibility in the steps outlined below. After the positions to be hired are identified and approved, departments will work with HRS to establish appropriate timelines. Considerations relating to discipline expertise and diversity should guide the establishment of timelines between the notification of positions to be hired and the expected hire date.

ANNOUNCEMENTS

- The position announcement is developed through a collaborative process involving the department/program, appropriate administrators, and HRS.
- HRS must approve all announcements prior to posting.
- For full-time faculty positions, announcements must receive final authorization from the Selection Committee Chair, Department Chair/Program Director (or designee), Dean of the appropriate division, and the appropriate Vice President.
- For Early Childhood Education Lab School Teachers, announcements must receive final authorization from the Supervisor of the position (or designee).

COMPONENTS

The position announcement should contain equity-minded language and must include the following:

- A description of the position duties, responsibilities, salary, benefits, and terms of employment including classification, working hours, conditions). The announcement should also provide the college's DEI commitment statement, details about the student population that Palomar College serves, and the college's and hiring department's employee demographics.
- Minimum qualifications, as determined by the State Academic Senate and the Board of Governors in accordance with Education Code Section 87356 et seq.

- Preferred qualifications (when listed) that are job-related and consistent with the demands of the discipline/subject area. Departments should carefully consider whether their “preferred qualifications” might create a barrier to a diverse applicant pool and use them only when warranted.
- A provision for determination of equivalency, if applicable.
- Depending on employment unit, a statement regarding required participation in shared governance.
- Additional language required for compliance with federal, state, and District regulations (e.g., Equal Opportunity Employer notice).
- Any application procedures specific to the posted position.
- A statement in accordance with Title 5 that requires that all applicants be “sensitive to and have an understanding of the diverse academic, socio-economic, cultural, (dis)ability, gender identity, sexual orientation, and ethnic backgrounds of community college students, faculty, and staff.” Departments/programs will require applicants to explain or submit written materials that provide evidence of such understanding.
- Legal qualifiers established by HRS to comply with federal, state, and District regulations.
- A statement outlining travel reimbursement for both first- and second-level interviews.

ADVERTISING AND RECRUITMENT

- The minimum advertising duration for full-time faculty positions will be 8 weeks (open until filled). In extenuating circumstances, a six-week advertising period may be authorized by the appropriate Vice President.
- For Early Childhood Education Lab School Teachers, the minimum advertising duration will be 4 weeks (open until filled).
- HRS will actively advertise and recruit within diverse network platforms. The Selection Committee Chair/Department Chair/Program Director (or designee) will confer with HRS to establish venues outside the standard advertising methods and sites.
- Venues additional to the standard will be at the expense of the District.
- Job announcements are advertised through various organizations (e.g., the California Community Colleges Registry, etc.) and through various online sources.

- Transfer opportunities: For eligible positions, notice of transfer opportunities will be distributed internally to provide current employees notice of such positions, subject to provisions of applicable collective bargaining agreements or employee handbooks.
- Wording on announcements: Wording on faculty job announcements will include this statement: “If an applicant’s qualifying degree is in progress but will be conferred before the position begins, then they must also include a written statement from their advisor indicating the anticipated degree conferral date. Should such applicants receive a job offer, that offer will be contingent on conferral of the degree by the position’s start date.”

APPLICATIONS

- All applications shall be submitted to HRS.
- Applications for open positions are available online through the District website.
- Applicants must establish a digital profile (individual user account) in the online system in order to be considered. Applicants may visit HRS for assistance with the first step.
- For assistance with any element of the process, applicants should contact HRS directly.
- The application will contain the following basic components:
 - Application form inclusive of educational and professional histories, skills, qualifications, references, and equivalency.
 - Conviction history.
 - Confidential data for federal and state collection and reporting purposes.
- HRS will accept applications materials until the position is closed.
- Letters of recommendation will be accepted for one week after the position is closed.

PRE-SCREENING

- HRS will pre-screen all applications for completeness and evidence of minimum qualifications prior to forwarding applications to the Selection Committee.
- Completed applications which do not meet minimum qualifications, but which have a completed equivalency form will be forwarded to the Selection Committee for review.
- All applicants with completed applications who meet stated minimum qualifications will be forwarded to the Selection Committee.

Selection Committee Formation

- The First-level Selection Committee is composed of the following members:
 - Committee Chair or Co-Chairs (Department Chair/Director or faculty designee[s])
 - Faculty members from the discipline or a related discipline. The committee, at its discretion, may include one community member or faculty member from another institution with expertise in the appropriate discipline.
 - One (1) faculty member from outside of the department
 - One (1) student (optional)
 - One (1) employee from Classified, CAST, or AA (optional)
 - One (1) Compliance Officer (non-voting)
 - All matters pertaining to the “optional” members will be decided via consensus by the First-level Selection Committee Chair and the faculty members from the discipline/department.
- Each voting member has one vote.
- Diversity
 - Per Title 5, 54024.e, “Whenever possible, screening committees shall include a diverse, equity-minded membership that will bring a variety of perspectives to the assessment of applicant qualifications.” The First-level Selection Committee Chair or Co-Chairs will maintain discipline expertise as the primary value in committee formation and will make every reasonable effort to include representation that will advance the Faculty’s commitment to diversity as described in the guiding principles at the start of this document.
- Verification of Committee Composition
 - HRS verifies compliance of Selection Committee membership with applicable Board policies and procedures.

Selection Committee Duties

- Selection Committee Chair Duties
 - Pre-screening
 - HRS will contact applicants with incomplete applications to obtain missing materials (e.g., missing transcripts, etc.). This includes applicants who do not meet the minimum qualifications and did not complete an equivalency form. Applicants will be given one week to complete their application once notified by HRS.

- Selection Committee Chairs will have access to all applications for the purpose of review.
- Ensuring compliance with District policies and procedures in conjunction with the hiring process.
- Maintaining committee records.
- All screening criteria, interview questions, teaching demonstrations/skills test/performance demonstrations and their associated scoring rubrics must be approved by HRS.
- Develop screening criteria and scoring rubric.
 - Voting members of the Selection Committee identify screening criteria based on the minimum and desirable qualifications of the position in light of the expected duties and responsibilities of the position.
 - Screening criteria will include an evaluation of the extent to which applicants have and demonstrate sensitivity to and understanding of the diverse academic, socio-economic, cultural, (dis)ability, and racial/ethnic backgrounds of community college students.
- Develop first-level interview questions and scoring rubric.
 - Voting members of the Selection Committee develop job-related interview questions and their ideal answers designed to distinguish candidates who will best meet the needs of students and the department. While there is a required diversity question (see below), committees should endeavor to embed DEI concerns in all questions.
 - Voting members decide the allotted time for the interview.
 - A question related to diversity is required and should allow voting members to assess candidates' attitudes about and level of awareness of diversity in light of the diverse student body found at Palomar College. Ideally, this question should be framed by highlighting the DEI and antiracism efforts at the college, and it should be designed to elicit the candidate's past actions and experiences and/or a behavioral response as opposed to general thoughts on the issue.
- Develop first-level teaching demonstration and scoring rubric. In developing the rubric, the committee should consider the candidate's use of culturally-relevant materials and/or pedagogy.

- Though it is not generally advisable, search committees may elect to hold remote interviews through Zoom or some similar method rather than face-to-face. The search committee should reach consensus on this decision, and it would have to be applied to all interview candidates (i.e., if remote interviews are chosen, then all candidates must be interviewed remotely for the sake of consistency/fairness). In-person/live teaching demonstrations are required at the first-level interview.
- Voting members of the Selection Committee determine the subject matter, format, and allotted time of the demonstration of teaching, counseling, or librarianship skills required of all faculty candidates. The committee should include, as part of its directions to candidates, a description of the diverse student population that the college serves.
- Develop optional practical skills test or performance demonstration and scoring rubric.
 - The first-level interview process may involve skills testing and performance demonstrations appropriate to the position.
 - Voting members of the Selection Committee determine the subject matter, format, and allotted time of the skills test or performance demonstration.
- Screen applications
 - All voting members of the Selection Committee individually screen all applications to select candidates for interview.
 - All voting members of the Selection Committee, using the pre-approved screening criteria and rubric, complete screening forms for each applicant.
- Select candidates for interviewing
 - The Selection Committee decides the number of candidates it wishes to interview.
 - Candidates are discussed and considered using the scoring rubric and screening forms as guides.
 - The voting members of the Selection Committee will work together to build a consensus on selecting candidates for interviewing.
 - The voting members of the Selection Committee shall, by consensus or by majority vote, select the candidates they wish to interview.
 - It is recommended that the Selection Committee give the “benefit of the doubt” to candidates who may not receive consensus or a majority vote, if the Selection Committee feels enough voting members are interested in having that candidate

interviewed. This is the only time in the hiring process where the “benefit of the doubt” can be utilized.

- The Selection Committee can choose alternate candidates to interview in the event any selected candidate declines to be interviewed. These alternates should be ranked by order of preference. HRS will contact those alternates during the interview scheduling process.
- Interview candidates
 - HRS provides copies of the interview screening forms and the interview schedule to the Selection Committee.
 - Follow-up questions may be asked as long as they do not lead the candidate to a desired response and stay within the scope of the original question or answer. In addition, information on the application, resumé, or portfolio may be specifically addressed if not included in the original answer (and remains in the scope of the original question).
 - At the request of the Selection Committee, a candidate who must travel more than 150 miles to interview with the Selection Committee may be interviewed by the Joint Selection Committee within a day of the Selection Committee interview. If the candidate becomes a finalist for the position, these interviews will serve as finalist interviews. The questions used for this interview must be the same as those used for the rest of the finalists.
- Select finalists to forward to the second-level interview
 - After interviews are completed, members of the Selection Committee meet in person to discuss and evaluate the qualifications of the candidates. The Selection Committee also considers whether the candidates demonstrate appropriate sensitivity to and understanding of the diversity of the Palomar College community.
 - The Selection Committee will forward a minimum of the candidates that is the number of approved positions plus one. Exceptions require approval by the President/Superintendent or designee.
 - The voting members of the Selection Committee will work together to build a consensus on selecting candidates for forwarding to the second-level interview.
 - The voting members of the Selection Committee shall, by consensus or by majority vote, select the finalists for consideration by the Joint Selection Committee.

- No alternates may be chosen for advancement to the second-level interviews.
- All recommended finalists must be acceptable to the Selection Committee since only a candidate recommended by the Selection Committee will be hired.
- If the Selection Committee is not satisfied with the interviewed candidates, the committee will:
 - Review information regarding the candidates and/or the nature of the position; and/or
 - Recommend that a new search be initiated.
- The Selection Committee Chair forwards the list of the finalists to HRS.
- Choose members who will serve on the Joint Selection Committee (see “Joint Selection Committee Formation” section for details).
- Choose member to perform reference checks.
 - Reference checks are required for all positions.
 - At least two voting members of the Selection Committee who are moving forward to the Joint Selection Committee will be chosen to conduct reference checks on the finalists.
 - Information gathered through reference checks will be shared with the Joint Selection Committee during deliberations.
- Develop the optional second-level teaching demonstration and scoring rubric.
 - Teaching demonstrations are optional at the second-level interviews. The department responsible for the position will make the determination relating to a second-level teaching demonstration.
 - If a second-level teaching demonstration is desired, the voting members of the Selection Committee will determine the subject matter, format, and time allotted for the demonstration of teaching, counseling, or librarianship skills.
- Conclude the Selection Committee work
 - The Selection Committee works together to fill out the HRS interview report, using specific job-related reasons for why a candidate was not chosen as a finalist.
 - Selection Committee members who are participating in the Joint Selection Committee retain all of their materials relating to the applications and interviews.

- Selection Committee members who are not continuing in the hiring process submit all of their materials to the Selection Committee Chair, who will submit them to the Joint Selection Committee Chair at the conclusion of the Joint Selection Committee work. All emails and other digital documents relating to the hiring process must be deleted.

Joint Selection Committee Formation

- For the purposes of the second-level interviews, the Joint Selection Committee is composed of the following members:
 - Appropriate Dean, who serves as the Joint Selection Committee Chair
 - College President/Superintendent
 - Chair or at least one Co-Chair of the Selection Committee
 - Vice President of Instruction or Student Services, as appropriate
 - At least two (2) additional voting members from the Selection Committee
 - One (1) Compliance Officer (non-voting)

Joint Selection Committee Duties

- Joint Selection Committee Chair duties
 - Ensures compliance with District policies and procedures in conjunction with the hiring process.
 - Maintains committee records.
 - Contacts the President/Superintendent and the appropriate Vice President to schedule the second-level interviews and deliberation times.
 - Confirms the list of finalists with the Chair of the Selection Committee and HRS.
 - Convenes the Joint Selection Committee after receiving materials related to the second-level interview from HRS.
 - Performs other duties determined by agreement with the Joint Selection Committee.
- All interview questions and their scoring rubric must be approved by HRS.
- Develop second-level interview questions and scoring rubric.

- Voting members of the Joint Selection Committee develop job-related interview questions and their ideal answers, designed to distinguish candidates who will best meet the needs of the department and the District.
- Voting members decide the allotted time for the interview.
- Review the finalists' applications
 - Once HRS has approved all interview materials, the new members of the Joint Selection Committee will be given access to the applications.
- Interview finalists

Concluding the Full-Time Faculty Hiring Process

- Choose candidate(s) for hiring
 - After interviews are completed, members of the Joint Selection Committee meet in person to discuss and evaluate the qualifications of the candidates.
 - Each voting member gets one vote.
 - Each finalist is discussed and assessed relevant to the applications; interviews; reference checks: teaching demonstration(s), skills test, and/or performance demonstration; needs of the discipline/department; and evaluation of the extent to which applicants have and demonstrate sensitivity to and understanding of the diverse academic, socio-economic, cultural, (dis)ability, and racial/ethnic backgrounds of community college students.
 - The order of presentation of information and assessments is as follows:
 - Reference checks reports
 - Faculty members' opinions
 - Dean's opinion
 - Vice President's opinion
 - President/Superintendent's opinion
 - ~~○ The voting members of the Joint Selection Committee will work together to build a consensus on selecting the candidate(s) for hire.~~
 - ~~○ The voting members of the Joint Selection Committee shall, by consensus or by majority vote, select the candidate(s) to whom the tentative offer of employment will be extended and will be recommended to the Governing Board.~~
 - The voting members of the Joint Selection Committee shall work toward consensus as much as possible in making the final decision in selecting the finalist(s) to whom the tentative offer of employment will be extended. The

President/Superintendent will make the final selection to present to the Governing Board.

- The Joint Selection Committee can choose an alternate candidate to hire in the event the selected candidate(s) declines the position.
- If none of the candidates are elected for hire, the Joint Selection Committee will:
 - Review information regarding the finalists and/or the nature of the position; and/or
 - Review the interview pool using the rubric established by the Joint Selection Committee to ensure that other potential finalists have not been overlooked; and/or
 - Recommend that a new search be initiated.
- Conclude the Joint Selection Committee work
 - The Joint Selection Committee works together to fill out the HRS interview report, using specific job-related reasons for why a candidate was not chosen for hiring.
 - All Joint Selection Committee members, including the Vice President and the President/Superintendent, submit all their materials to the Joint Selection Committee Chair, who will then submit them to HRS. The Compliance Officer has the option of submitting their materials to HRS separately.
 - All emails and other digital document relating to the hiring process must be deleted.
 - The Joint Selection Committee Chair forwards the name(s) of the chosen candidate(s) to HRS.
- Governing Board Review/Approval
 - All offers of employment require approval by the Governing Board.
- Candidate's notification
 - The appropriate Dean extends the tentative offer of employment to the selected candidate(s) and coordinates all necessary intake and orientation procedures with HRS.
- If the selected candidate(s) declines the position or is otherwise unable to be employed in the position, the Joint Selection Committee will:

- Review information regarding the recommended finalists and/or the nature of the position; and/or
- Review the interview pool with the rubric established by the Joint Selection Committee to ensure that other potential finalists have not been overlooked; and/or
- Recommend that a new search be initiated.
- The pool of finalists for any posted position may be utilized for up to 90 days after an offer of employment has been extended.
- HRS will present the Joint Selection Committee's final recommendation to the Governing Board.

PART-TIME FACULTY RECRUITMENT AND SELECTION

The following provisions shall apply to all faculty for part-time positions.

Announcement and Recruitment

- Establishing the Position
 - Departments shall notify HRS when a position becomes available via the posting request form.
- Advertising the Position
 - HRS shall advertise all open part-time faculty positions. The announcement should also provide the college's DEI commitment statement, details about the student population that Palomar College serves, and the college's and hiring department's employee demographics. As well, the announcement shall include a request for the applicant to describe the extent to which they have and demonstrate sensitivity to and understanding of the diverse academic, socio-economic, cultural, (dis)ability, and racial/ethnic backgrounds of community college students.

Applications, Screening, and Selection

- All applications shall be submitted directly to HRS, which will accept applications on an ongoing basis.
- Prior to forwarding applications to the appropriate departments for selection, HRS shall conduct a preliminary screen to determine completeness of application and satisfaction of minimum qualifications and/or possible need for equivalency.

- Screening shall include the philosophy and commitment to staff diversity as outlined in the District's Equal Employment Opportunity Plan and inclusive of racial, ethnic, and cultural diversity and implicit bias and which shall include and evaluation to the extent to which applicants have and demonstrate sensitivity to and understanding of the diverse academic, socio-economic, cultural, (dis)ability, and racial/ethnic backgrounds of community college students.
- The Department shall select qualified candidates for interview and conduct all interviews. The Department Chair/Director shall notify the appropriate Dean and Vice President of their selection of part-time faculty. The approved interview report will be turned into HRS to start the pre-employment process for the selected candidate(s).
- HRS shall retain all applications and recruitment materials on file for four years.

REVIEW OF THIS DOCUMENT

The Faculty Senate will periodically review these procedures and amend as needed. This process will include the following:

- Consultation with Human Resources to ensure that no proposed changes violate California or federal law as regards hiring.
- Collegial consultation—as defined and addressed in California Education Code and Title V, and by the Palomar College Governing Board in BP/AP 2510—with District representatives (executive-level administration).

Canvas Course Cancellation Guidelines

Background: Part-time faculty approached the Senate on Jan. 31 with two complaints. First, they were not given enough notice about the cancellation of a course to move any content out of the course. They often lose the content or must work with ATRC to try and get it back. Second, when their course was not canceled but reassigned to another professor who needed it for load, the content the adjunct professor had put into the class remained in the Canvas shell and was sometimes used by another professor without their permission.

The Distance Education Committee recommends the following to address these problems.

Problem 1: Class Cancellations

When a class is canceled in People Soft, it automatically erases the Canvas shell. The ATRC said it is difficult, and sometimes impossible, to recover the content.

Solution:

The DE Committee, in cooperation with the Palomar Faculty Federation and department chairs, will encourage all faculty to begin course creation in a Canvas shell that they create within the LMS dashboard. The button called "Start a New Course" should be used for all courses to create content. This course is not linked to the official course nor to the students. Faculty can then make a course copy to the official course when appropriate. Also, the DE Committee will encourage all department chairs and ADAs to give professors ample warning when a class is going to be canceled.

Problem 2: Class Reassigned

When a class is reassigned in People Soft, it automatically moves the Canvas shell to another instructor. All content goes with the course. If the new professor uses that content without permission, that is an intellectual property rights violation.

Solution:

Once again, the DE Committee will work with faculty, the union and department chairs to encourage faculty to change the way they begin course creation. Instead of adding content to the official course shell that is connected to students, faculty should begin course creation within a Canvas shell created by the professor in the LMS dashboard. The content in the created course will remain on the dashboard and cannot be lost by course reassignment. The faculty should create all content in the created course and wait to copy the content into the official course until it is certain the course will remain with them. Secondly, department chairs and ADAs should warn faculty of any reassignment well before it happens. If the official course is transferred to another faculty after the content is added and without faculty permission, the faculty should immediately contact the ATRC to help with resetting the course.



EXHIBIT 6

HyFlex Education

Prepared for the Faculty Senate March 21, 2022

The HyFlex Experiment



Goals of this presentation:

1. Introduce HyFlex format
2. Student related benefits
3. Universal Design/Equity
4. The future of HyFlex at Palomar College
5. Answer questions



What Is HyFlex?





The HyFlex Experiment

How Did We Get Here

The HyFlex Experiment



HyFlex:

1. Key: To provide flexible learning paths and allowed students to decide for themselves which path was “best” for them on a daily or weekly basis
2. They needed a name for this approach
 - a. Settled on a combination of hybrid and flexible: HyFlex
3. Provide equity for students
4. Addresses problem of getting students back to campus with flexibility



The HyFlex Experiment

Student Related Benefits

The HyFlex Experiment



Benefits to Students

- Increased access to courses
- Schedule control
- Equity - greater access to classes
- More learning resources:
 - Multiple modes of participation
 - More robust instructional materials
 - Additional opportunities for learning
 - i. Online
 - ii. Face-to-face

The HyFlex Experiment



Accessibility Benefits to Students

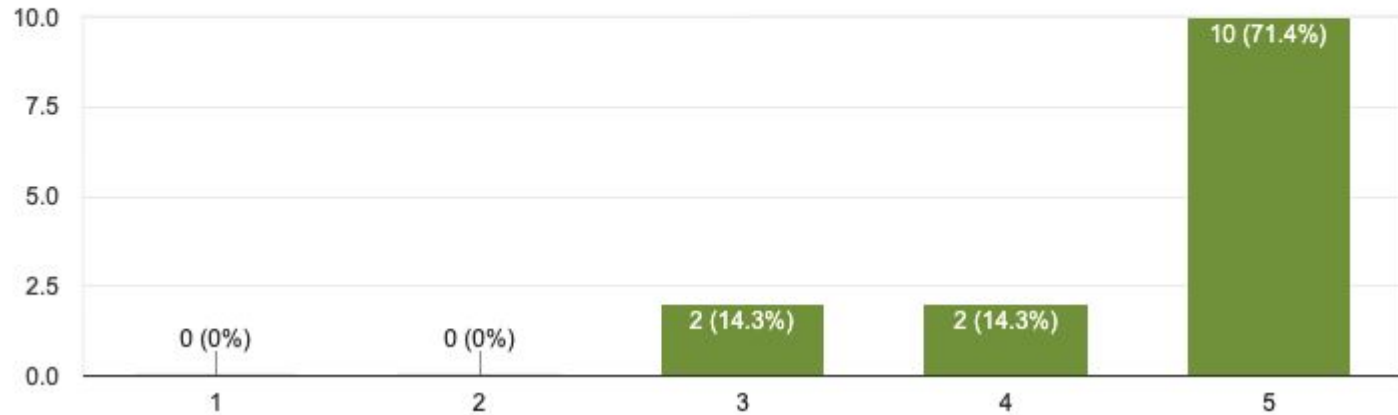
- Complete Canvas course
- Online assignment submissions
- Choice of where courses are accessed
 - Face-to-Face
 - Synchronous: streamed live via Zoom
 - Asynchronous: info
- Live transcripts
- Recorded lectures

Student Feedback



How would you rate the learning value of the HyFlex format (1=low to 5=high)?

14 responses



What Was The Greatest Advantage of HyFlex?



- *“I **greatly appreciated the option** to attend class online. This helped greatly because maintaining a normal physical schedule can be a large burden during the pandemic in particular, and having the ability to not have to miss class simply because I can't make it to school made my education much more comprehensive and gave me a different perspective on dance.”*
- *“The online component of this class was **really great** for me as I am not able to participate in person and I hope there are more HyFlex classes in the future.”*
- *“The chance of still being able to be in person class, but still have **flexibility**.”*
- *“I really liked how the class was HyFlex because there were many times in which I planned to attend the class face to face but things came up where I was unable to go, so I really liked that we had the **option** to go to class in person or online it was **very convenient** to me this semester.”*
- *“I feel that HyFlex is a **great option** for classes because it gives everyone their **own choice** on what they are comfortable with while still being able to participate in class.”*

What Was a Disadvantage of HyFlex?



- *“Technical issues from home and the class camera constantly being under repair.”*
- *“Internet service If I stayed home.”*
- *“Not having that interaction with the fellow classmates.”*
- *“The downside to online is not feeling connected to the class since you are only observing.”*



The HyFlex Experiment

Universal Design/Equity

Universal Design for Learning



Multiple means of representation

- Present content and information in different ways
 - Text
 - Audio
 - Visual

Multiple means of engagement

- Stimulate interest and motivation for learning
 - Break out rooms & in class group work
 - Back-and-forth interactions
 - Discussion boards

Multiple means of action & expression

- Differentiate the ways students can express what they've learned

What Does This Look Like For Faculty?



HyFlex Course Design

- **Learner Choice:**
 - Provide meaningful alternative participation modes
 - Enable students to choose between participation modes daily, weekly, or topically.
 - Meaningful choices for flexibility
- **Equivalency:**
 - Provide learning activities in all participation modes which lead to equivalent learning outcomes.
 - All alternatives must be equal or are inequitable

What Does This Look Like For Faculty?



HyFlex Course Design

- Reusability:
 - Utilize previous content from learning activities
 - Many class activities which take place in classrooms can be captured and represented in an online format
 - Discussion boards in Canvas can be used in the face-to-face classroom
- Accessibility:
 - Equip students with technology skills and equitable access to all participation modes
 - Additional resources and trainings will be provided if necessary



The HyFlex Experiment

The HyFlex Plan at Palomar College

The HyFlex Experiment



The [Palomar](#) Plan

- Summer 2021 Training: Professors Molly Faulkner, Barbara Hammons, Erin Hiro, Wendy Nelson and Tanessa Sanchez
- Fall 2021: Implemented the HyFlex Modality
 - Created HyFlex training in Canvas
- Winter 2021: New faculty completed Canvas training
 - Trained by HyFlex faculty
- Spring 2022: From 5 to 11 HyFlex courses offered

The HyFlex Experiment



The [Palomar](#) Plan

Next steps: Where the Senate comes in....

- Consistency in language across the campus
- Promote HyFlex to faculty as an accessible and equitable teaching alternative
- Promote HyFlex to students to increase options and enrollment
- We want the Senate's support for promoting HyFlex format across disciplines and departments.
- We want to lobby Instruction to promote and better package HyFlex classes.
- We want you to tell your colleagues and students about HyFlex.



The HyFlex Experiment

Any Questions?