



Grant Parks *State Auditor*

CONTACT: *Public Affairs Office* | (916) 445-0255

## California Community Colleges

### *Increasing Full-Time Faculty and Diversity Remains a Challenge*

#### ***Background***

In 1988 state lawmakers established a goal that full-time faculty should deliver at least 75 percent of for-credit instruction in California's community college system, because it recognized the role that access to full-time faculty plays in student success. In recent years, the Legislature appropriated hundreds of millions of dollars for districts to hire full-time faculty to make progress toward this goal. The Legislature recently approved increased funding to further equal employment opportunity (EEO) at districts, in part to improve student access to diverse faculty. The community colleges' Board of Governors bears oversight responsibilities for the system, including reviewing districts' compliance with minimum standards for receiving state funding. In practice, the Chancellor's Office oversees the daily operations of the system, while the board sets policy.

#### ***Key Findings***

- » The Chancellor's Office's calculations show that districts are not making substantial progress toward the goal of full-time faculty providing at least 75 percent of instruction.
  - The Chancellor's Office's current method of determining full-time faculty instruction is unsuitable to measure or drive progress toward the 75-percent goal.
  - The current metric measures faculty members, not actual instructional hours, which demonstrates the need for a new metric.
- » Some districts did not properly use the funds for hiring full-time faculty.
  - One district spent some of this special funding on part-time faculty costs.
    - It says that it received inadequate guidance from the Chancellor's Office.
  - Another district left more than \$4 million unspent over a four-year period.
    - It says that it is now working to hire additional full-time faculty.
- » Increased oversight and guidance could improve districts' ability to hire faculty who reflect the diversity of their students.
  - Despite progress, community college faculty do not reflect the diversity of their students.
    - 47 percent of community college students in California identify as Hispanic, but only 18 percent of faculty identify as Hispanic
  - The Chancellor's Office does not verify whether the districts adequately implement requirements in order to receive EEO funds.

#### ***Key Recommendations***

The Chancellor's Office should do the following:

- » Implement and report on a metric to calculate full-time faculty instruction and use it to set benchmarks for the amount of instruction at districts.
- » Post on its website each district's report on its use of the funds to hire full-time faculty and verify that the districts are using the funds for their designated purpose.
- » Regularly determine the most effective and feasible practices for hiring diverse faculty and verify that districts conduct those and other best practices.

#### **The State's goal is to have 75 percent of community college instruction delivered by full-time faculty.**

