

1: California Community Colleges Modernize with Oracle Cloud

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The responsibilities inherent in administrative positions have undergone a complex evolution since the turn of the century. In many organizations, however, the selection process for administrative personnel has not seen appreciable change. In this review, the focus is on the research literature pertaining to the usefulness of various selection procedures in the prediction of administrative success. The review is organized into the following sections: Nevertheless, anecdotal evidence leads one to suggest that, even before , other psychologists conducted similar studies with tests, but these were small in scope and went 18 unpublished. Under the impetus of the scientific management movement of the early s, some efficiency experts of that time were using simple exams for evaluating applicants for jobs. They reported fragmentary evidence of validity in the attempt to justify their activities Ghiselli, During World War I, the large-scale testing both of soldiers and industrial workers provided stimulation, methodology, and respectability to the examination of the utility of examinations in the assessment of occupational aptitude. In , Freyd in Guion, published a step outline for personnel selection. This outline was so complete that it differs little from the procedures used in personnel selection research today. This all led to a post-war surge of systematic research in personnel testing. Selection Processes in Business and Industry Prior to World War I, most businesses were owner-managed by the individuals who had founded them. But the growth of the economy since the s brought changes which have replaced these colorful characters with impersonal corporations. The function of the administrator had become such that it required many skills and much knowledge, so that it often took a number of administrative personnel to assist 19 in decision making. By the s, corporate management required a knowledge of a variety of fields and operations rarely needed in business a few years earlier. One particular study was more comprehensive than much of the personnel selection research of the s and s. Called the Management Progress Study, initiated in , it is the first known corporate research and application of the assessment center method. The men brought into the study were followed up annually and reassessed at 7-year intervals in a effort to keep track of their professional development. The results of this study have been well documented. Selection Processes in Public Administration When public administration systems were initiated, it was assumed that only people of the highest caliber would apply for service. Once reality dashed this assumption, public administrative personnel selection systems were built upon the cornerstone of the competitive examination, a method of deselecting inferior job candidates Stahl, , p. From the beginning, this system has placed special emphasis upon formal selection procedures such as testing for specific knowledge and skills related to the particular job the person was applying for. The starting points for the selection process are basically two: During the early- to mids, some public administration organizations realized a need to ensure at least an adequate intake of high caliber people at all levels so that there would be no shortage of talent when movement upward or outward took place. Thus, some services began to give more attention to the selection of persons who possessed a capability of growth and development. To this end, public administrative organizations began to implement the assessment center approach. Most of these agencies expect personnel to have learned their skills previous to application and do not intend to take in an inexperienced person of promise and then train him or her for an administrative position. Most of the background studies cited as a basis for personnel selection in public administration were actually conducted by private corporations. Many of the selection practices have been borrowed and adapted from business research. Selection Processes in the Military Services Although many fields acquire administrators already trained for the positions they are hired to fill, the military services often must select people of officer quality and then pay the additional cost of training them. Thus, the basic objective in the selection process is to identify measures which would result in officers entering the force with a high probability of success. Often, the services must select officer-quality personnel to fill positions which have no equivalent in the nonmilitary world. In these cases, either very global

criteria must be set to determine if the candidate has the intelligence or aptitude to learn the job-required skills and then be successful at it, or very specific abilities or natural characteristics must be measured to ensure the candidate will be well suited for an important aspect of the position. Because a large number of people must be tested and screened for placement, the military services have developed many paper-and-pencil tests to measure both general and specific aptitudes. They have relied heavily upon past achievement, such as college degrees and the results of officer candidacy tests. Selection methods used in the military services and in public administration are often classified as "successive hurdles" techniques. A lower than acceptable score on any one particular screening test, or part of a test, will either disqualify the candidate from that service or from particular jobs within the service Shoop, , p. Selection Processes in Higher Education In higher education, search committees are often used for recruiting administrative personnel. These committees provide for maximum participation in the selection process by a variety of constituencies within the institution. The membership of the search committee depends upon the vacancy to be filled. The committee may include faculty and staff members, administrators, and, in some cases, students. The initial screening of candidates has usually been done by a review of the vitae and job applications. Supplemental information has usually been obtained by talking to references and others who knew the individuals and their work. The on-campus interview has been one of the most important steps in the selection process. Webster cited in Grove, , p. He stressed such practices as reviewing the application form with the applicant, giving the applicant an opportunity to talk about himself or herself in a way that helps that individual to present relevant evidence, making the interview more systematic and probing, examining test scores and other information, and weighting the various types of information in order to reach an intelligent decision. Webster recommended taking time following each interview to clarify impressions and to formulate a judgment. He suggested making use of multiple independent evaluations in which two or more interviewers record decisions independently and subsequently reconcile differences. Reliability, and Validity in Personnel Selection Research These three primary considerations enter into the effectiveness and propriety of examination processes for employment selection: Objectivity is even more important in the s than it was previously due to the legal demand for testing to have a job-specific relation. Reliability is important but is often not reported in personnel selection research. Validity is the major concern of this dissertation, and the research studies reviewed here pertain to the validity of each selection method in predicting administrative achievement. According to Stahl , one of the prime reasons for professionalizing all steps in the selection process is to ensure thoroughgoing objectivity p. Only those methods which disregard extraneous factors such as race, religion, politics, sex, residence, and age can be considered thoroughly objective. An objective selection method should identify those characteristics of mind and skill necessary, and only those necessary, to the given purpose, whether the purpose is to fill a particular position or to begin a career. Objectivity is not only desirable but is mandated in hiring for positions in the public sector. Throughout almost all of American history, legislation has been enacted to facilitate equal treatment in employment. An abundance of case law has built up around civil rights legislation, and rulings have occurred which have broadened the impact of such legislation. This broadening has had the effect of placing more and more constraints on what employers are and are not allowed to do in terms of employee selection Burrington, , p. Two landmark cases have set the serious tone with which violations of civil rights in hiring will be met. Supreme Court case of Griggqqs vs. Duke Power U. Evidence showed that employees who 26 had not completed high school or taken the tests had continued to perform satisfactorily and made progress in departments for which the high school and test criteria were not used Burrington, It was ruled that employment standards and tests which are not significantly related to job performance violate the Civil Rights Act of , Title VII Alexander, , p. The second case, Edward L. Constitution and under the Civil Rights Acts of and The case concerned a Correction Sergeant male written examination which had the impact of allowing only 1. District Court, Southern District, New York, considered these Guidelines in evaluating the job relatedness of the examination. A number of implications can be deduced from this case for personnel selection in general and the examination process in particular Wisner, , pp. In rendering a decision, the court is likely to follow the EEOC Guidelines even though the case may not have been brought under the Guidelines. A job analysis should be performed prior to the development of each examination. Those critical elements, or

more important characteristics of the job, which distinguish between those likely to be successful and those less likely to be successful, must be included in the examination. Subject matter experts, to be considered qualified, must be of an appropriate rank and sufficiently experienced in the current skills, knowledge, and abilities required in the job for which the test is developed. Discriminatory test results cannot be refuted by demonstrating that the results occurred because of certain environmental conditions or cultural characteristics related to the protected group population unless it can be shown that the examination is job-related. The fact that specific parts of the test are not found to be discriminatory does not serve to support the use of an examination whose overall results are found to be discriminatory. All subtests included in the examination must be weighted in accord with their importance to the job. Every effort should be made to set passing scores at a point considered to separate the candidates most likely to be successful from those considered to have the least chance of success. Be prepared to answer the question "why was this method of measurement considered the best means to employ? In court, do not rely too heavily on your professional witness to attest to the job relatedness of your examination. Thus, the public employer has but one choice--to validate the employee selection procedures. Fortunately, the choice is the best one to follow from the standpoint of good personnel management. If a test is reliable, a person taking it at two different times should make substantially the same score or be ranked in approximately the same position each time. Test reliability depends also on the nature of the variable being measured. For example, the trait of academic achievement can be measured more consistently than that of personality. Although all measurements of human qualities contain some error, no test or method of personnel selection is of value unless it has a high degree of reliability Stahl, , p. Inexperienced persons or committees may deviate from standardized or prescribed procedures in testing an applicant. The difficulty of any selection method or examination affects its reliability. When a method is difficult, the subjects guess on most of the questions and a low reliability results. Conversely, if the type of examination is easy, all subjects have correct responses on most of the items and only a few more difficult items discriminate among subjects. This again results in a low reliability. Thus, any selection committee must keep in mind the fact that they must adjust the substance of questions asked in order to discriminate subtle differences between similar candidates on traits that are difficult to measure. The achievement of a high degree of reliability in selection procedures for administrative positions in a community college may be difficult. In addition to the problems inherent in assessing traits which elude measurement by persons who are often inexperienced in the task, reliability can be affected by the lack of heterogeneity of the group of applicants. The greater the homogeneity of the group of subjects being considered, the lower the reliability 30 of any selection method in differentiating among those subjects. Candidates for these administrative positions are likely to be quite similar in the traits being measured. Therefore, it is more difficult to rank them than it would be to rank the same number of subjects chosen randomly from the entire population. This restriction in range is a problem in most personnel selection research as very seldom is the sample drawn from the population at large. Validity Validity is defined as the extent to which an instrument or method measures what it is intended to measure. Unlike the physical sciences, where there is a direct means of measuring the outcome variable, in personnel selection indirect means must be used to measure complex attributes.

2: Black Hawk College - Quad-Cities Campus and East Campus

Black Administrators in Public Community Colleges: Self-Perceived Role and Status. Kimmons, Willie James This is a study of how black community college administrators perceive their roles and status.

However, the term "junior college" is now usually used to characterize private two-year institutions. The term "community college" has evolved to describe publicly funded two-year institutions. The main national advocacy organization for community colleges, which was founded in as the "American Association of Junior Colleges," changed its name in to the " American Association of Community Colleges ". Cohen and Brawer report on the variety of other names, such as city college, county college in New Jersey , and branch campus. Other common components of the school name include vocational, technical, adult education and technical institute. Another example is Westchester Community College. In the late s, the county operated a popular vocational institute. The New York state government required that the county transform its technical institute into a community college. Furthermore, because the vital role played by rural community colleges in preparing excess rural youth for productive careers in urban centers is not well understood by policy makers, these relatively small institutions do not receive sufficient state funding to offset their weak tax bases and, because of their relatively small size, much higher per-student costs when compared to urban community colleges. Helland cites a section from the Vincennes University catalog: It is half-way between the commissioned high school and the full-fledged college: Primary emphasis was placed on traditional middle class values and developing responsible citizens. As an example, Normal Schools began in the State of Massachusetts in the s as extensions of local high schools. They were originated to meet the need for teacher preparation. For example, in Saint Joseph, Missouri, a Normal School was added to the local high school to provide a career track for women who wanted to teach. Hill acknowledged the request and provided for the articulation. Hill was actively involved in the American Association of Universities and calling for the establishment of junior colleges for this purpose. Wheaton was the Director of Practice. Wheaton had been employed at the Oshkosh Normal School in Wisconsin. In Minneapolis, a Normal Training School was instituted in the fall of Miss Adele Evers of Manchester Normal School in New Hampshire was appointed the first teacher; she was one of six candidates for the position. The result of the two- year schools founded in Oklahoma Public School Secondary System in , both institutions later merged in and became the Oklahoma Institute of Technology. Dean Schneider of the University of Cincinnati developed an alternative high school with a cooperative plan where students spent one week in an occupation and the other in school. Industry provided the shop experiences and the classroom facilitated the academic. This national vocational movement gave junior colleges a target population, but numerous students wanted more than a semiprofessional education; many maintained a desire to transfer. Throughout this time period, there was a move for more public two-year institutions along with a trend to separate from high schools and affiliate with higher education. With the change in affiliation came a new status which encouraged junior colleges to develop additional credibility through the creation of professional criteria and use of scientific methods. At that time of severe financial hardship J. Carroll, president of Baylor University, made a pragmatic suggestion to solve the problem of too many Baptist colleges with insufficient funds and not enough students to support them: After this preliminary period, Baylor University would accept the two-year students and provide the junior and senior years of their academic plan. Carroll hoped this split would require fewer faculty and resources for the first two years of higher education. In the larger cities early public community colleges were often an extension of high schools , like the first established, Joliet Junior College , in Illinois in These initial community colleges generally were small usually fewer than students and focused on a liberal arts education with the goal of transferring students to four-year colleges. They reflected high school needs and lacked a definite identity. These examples of two-year structure innovations with transfer missions in the private and public sector provided a pragmatic approach for the preservation of existing institutions. Junior colleges grew from 20 in number In , to in By , 37 states had set up 70 junior colleges, enrolling about students each. Meanwhile, another were privately operated, with about 60 students each. Rapid expansion continued in the s,

with junior colleges in enrolling about 70, students. The peak year for private institutions came in , when there were junior colleges in all; were affiliated with churches, were independent non-profit, and 34 were private Schools run for-profit. Students parents and businessmen wanted nearby, low-cost schools to provide training for the growing white collar labor force, as well as for more advanced technical jobs in the blue collar sphere. Four years colleges were also growing, albeit not as fast; however many of them were located in rural or small-town areas away from the fast-growing metropolis. Several different movements supported the creation of community colleges, including local community support of public and private two-year institutions, the expansion of the public education system, increased professional standards for teachers, the vocational education movement, and an expanding demand for adult and community education. Numerous colleges and universities advocated for the development of junior colleges. Leadership felt small, private liberal arts colleges and high schools could provide the first two years of college while larger universities could focus resources on research and junior and senior level students. Depression era[edit] During the s and s there was a shift in the purpose of community colleges to developing a workforce, which was influenced by wide unemployment during the Great Depression. Developing "semiprofessionals" became dominant national language to describe junior college students. The notion that engineers and supervisors make primary decisions about what and how activities were to be done in the workplace provided the origins for employees needed to carry out their decisions. This need for a class of workers to implement the decisions of the theoreticians demanded an educational delivery system other than the traditional four-year college or university. The closed shop of the artisan which had initially provided workers was no longer the educational program of choice. Nationally, a new two-year vehicle for educating the industrial worker found its launching within the secondary public school system under the leadership of local school districts. Bill afforded more educational opportunity to veterans which resulted in increased enrollments. Another factor that led to growth was the rise of adult and community education. After World War II, community colleges were seen as a good place to house continuing education programs. It established a network of public community colleges that would provide education to a diverse group of students at little or no cost along with serving community needs through a comprehensive mission. This national network exploded in the s with community colleges and the enrollment of baby boomers. A series of grants through the Kellogg Junior College Leadership Programs helped train many community college leaders during this decade. Merritt College , a junior college and now a community college in Oakland, California, was the site for organizing and educating members of the Black Panthers in the mid- to lates. The s also marked a shift to faculty development, including more instructional training for the unique student body and mission of community colleges. During the s, community colleges began to work more closely with high schools to prepare students for vocational and technical two-year programs. By the end of the 20th century, two-year community colleges were playing important roles in higher education as access mechanisms. They became an integral feature for those persons who were attending higher education for the first time or as non-traditional students. Brint and Karabel [32] have recognized the change that transpired from when fewer than 2 percent of all college freshmen were enrolled in a two-year college to the late s when over 50 percent were matriculated. Junior colleges once located in high schools had left their origins to develop their own campuses and were called community colleges and still retained the transfer access mission. High school normal schools matured into teacher colleges or colleges of education within universities offering bachelor and graduate degrees. Along with this growth and legitimization of two-year mechanisms for the delivery of higher education, the emergence of two-year institutions provided an epistemological debate that divided the river of education flowing into the early 20th century into three streams of educational natures. The general result will be the growth of a system in the higher educational work of the United States, where now no system exists. Advocates argued that community colleges served the needs of society by providing college opportunity to students who otherwise cannot go to college , training and retraining mid-level skilled workers , and preserving the academic excellence of four-year universities. A total of 1, loosely linked community colleges face challenges of new technological innovations, distance learning, funding constraints, community pressure, and international influence. The neutrality of this section is disputed. Relevant discussion may be found on the talk page. Please do not remove this message until

conditions to do so are met. February Learn how and when to remove this template message s The Great Recession and austerity [edit] In the s, funding for community colleges faced scrutiny[from whom? Because higher education budgets are considered discretionary expenses, they have been more likely targets for cuts than K education or Medicaid. However, key Republican lawmakers, including John Boehner a key proponent of for-profit colleges [unbalanced opinion? Thanks to a large increase in funding for higher education, Oregon is able to financially afford the costs of providing free community college to students. While only two states have made strides in providing a free community college education, White House representatives want to see more states support the initiative. Following in the footsteps of Tennessee and Oregon is Illinois. The Community College of Philadelphia and Harper College in Illinois recently announced its plans to provide free two-year community college experiences to students Fain, Joliet, Illinois added fifth and sixth year courses to the high school curriculum leading to the development of the first public junior college, Joliet Junior College. American Association of Junior Colleges established. First publication of the Community College Journal. Passage of the Federal G. Bill of Rights Higher Education Act of established grant programs to make higher education more accessible. Adjunct faculty and contingent labor[edit] Adjunct faculty, a form of contingent labor, make up most of the instructional staff at community colleges. While the community college instructional staff is diverse, some community college teachers are "freeway flyers" who work at multiple campuses to make a living. Poor pay for adjuncts and a lack of job stability leads to faculty turnover. The Education Commission of the States website Governing board states GBS State-level governing boards are distinguished according to whether they are responsible for consolidated systems or multi-campus systems. Consolidated systems are composed of several previously independently governed institutions that were later consolidated into one system. Multi-campus systems developed primarily through extensions of various branches or campuses. Coordinating board states Coordinating boards vary significantly in formal authority and informal power and influence from state to state. Generally, there is a state level board governing universities, colleges, and community colleges. Each university and community college district will have its own board that is accountable to a state-coordinating agency. For a comprehensive list of American community colleges and their state level governing boards: Community Colleges by State, University of Texas at Austin A more thorough description of state level college and university governance models can be found at: Models of Postsecondary Education Coordination and Governance in the States Local governance Most community colleges are operated within special districts that draw property tax revenue from the local community, as a division of a state university, or as a sister institution within a statewide higher education system. In all cases, community colleges are governed by a board of trustees, appointed by the state governor, or the board is elected by citizens residing within the community college district. In some instances, as with the City Colleges of Chicago, the board of trustees is appointed by the presiding local government.

3: Most Affordable Colleges - Cheapest Online Public Administration Degrees

Comment: A copy that has been read, but remains in clean condition. All pages are intact, and the cover is intact. The spine may show signs of wear. Pages can include limited notes and highlighting, and the copy can include previous owner inscriptions.

4: The selection of administrators in public community colleges : guidelines from the research

New York: Carlton Press, p., inscribed by the African American educator with a t/s from him requesting a review, along with his resume, laid in, first edition, dj.

5: Los Angeles Times - We are currently unavailable in your region

the selection of administrators in public community colleges: guidelines from the research by betty-june hauenstein eldridge a dissertation presented to the graduate school.

6: Colleges | NC Community Colleges

The college also boasts a graduation rate of 76%, highest among all historically black colleges and universities, and an acceptance rate of 41%, making it one of the most selective women's colleges in the country.

7: Administration | Mesa Community College

That means pay for minority administrators is highest in the regions where colleges and universities have the lowest levels of minority administrators. Over time, minority administrator pay ratios have been on the rise in all regions but the West, where it has fallen amid some significant swings.

8: Conferences and Leadership Development

In the United States, community colleges (once commonly called junior colleges), and increasingly just "college"s, are primarily two-year public institutions of tertiary education.

9: Executive Leadership Institute - ELI - Main Site

Public Community Colleges in Illinois Mr. Tim Wynes, President Black Hawk College 34th Avenue Moline, IL administrator for all colleges with a single.

Public and private school principals in the United States Dpwh blue book 2016 Introduction to social network methods Evidencing Arkansas land titles Tales from the rectory Handbook for curing the common cold Adobe photoshop cs6 full book Monkeys of the Tai Forest Oats and wild apples Revisiting the Revenue Regime: Rediscovering the spirit Unable to a Introduction: The hidden faces of rural homelessness Paul Milbourne and Paul Cloke The dragons robe Icelandic fisheries The trouble on Americas coastlines Pregnancy and Birth (21st Century Health and Wellness) Tortious liability for unintentional harm in the common law and the civil law Physics project on electromagnetic waves for class 12 Ap world history practice exam 2017 The kultur-kampf over literary studies: the 1970s Life in the FASlane Camp All the little screws 3. Globalisation, International Capital Flows and Reproduction : models and sources Noriko O. Tsuya, Cameron Campbell, Wang Feng Arm, wrist, hand stretches Meade Frierson, administrator. Doing good business or just doing good : competing human rights frameworks at the World Bank Galit A. Sar Five-Minute Sermons for Children The Basic Practice of Statistics, Third Edition 2015 ontario electrical safety code Recuerdos de los viejitos = Many consumers reject chain stores Jay Walljasper. Corduroy Charlie, the boy bravo, or, Deadwood Dicks last act The Far Tribes (Skyes West) A Textbook of Biological Feedback Lionels Word Magic (Between the Lions) The Queens smuggler Efficiency of education in agriculture Working with lexis in speech