

Chapter 7 - Human Resources

AP 7120 Recruitment and Hiring: Faculty

References:

Education Code Sections 87100 et seq., 87400, 88003 and 87604.5; Title 5 Section 53000 et.seq.; Mt. San Antonio College Equal Employment Opportunity Plan; Accreditation Standard III.A; Immigration Reform and Control Act (IRCA, Public Law 99-603)

Preamble

Mt. San Antonio College shall be inclusive of equity and ethnic diversity when hiring qualified faculty. The process of faculty position creation, prioritization, and recruitment should be a collaborative effort between academic managers, discipline faculty, faculty leadership, and Human Resources to address student needs. The professional experience and expertise of discipline faculty shall be utilized in the goal of reaching mutual agreement on the College's annual faculty hiring priorities. The College's mission and goals, strategic planning documents, regional and national accreditation standards, and the College's Equal Employment Opportunity Plan shall guide and inform this process.

All employment decisions, including but not limited to hiring, retention, assignment, transfer, evaluation, dismissal, compensation, and advancement for all position classifications shall be based on job-related criteria as well as be responsive to the College's core values.

Full-Time Faculty Selection Procedures

The following provisions are applicable to filling all non-management, academic full-time positions:

The Mt. San Antonio Community College District is committed to the principles of equal employment opportunity and has implemented a comprehensive Equal Employment Opportunity Plan to put those principles into practice. It is the College's policy to ensure that all qualified applicants for employment and employees have full and equal access to employment opportunities and are not subjected to discrimination in any program or activity of the College on the basis of ethnic group identification, race, color, national origin, religion, age, gender, gender identity, gender expression, genetic information, disability, ancestry, sexual orientation, marital status, military and veteran status, medical condition, 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.

The College shall strive to achieve a workforce that is welcoming to all individuals to ensure the College provides an inclusive educational and employment environment. Such an environment fosters cooperation, acceptance, democracy, and free expression of ideas. The

Equal Employment Opportunity Plan shall be maintained and reviewed on a regular basis to ensure the implementation of equal employment opportunity principles that conform to federal and state laws.

A. Vacant Faculty Positions

1. Full-Time Tenure-Track Positions: The need for contract tenure-track faculty shall be developed by each department and recommended to the area administrator for positions requested to be hired for the following academic year. Department chairs, academic managers, and the Academic Senate Executive Board, to the fullest extent possible, should each develop a clear, concise set of criteria by which to evaluate position requests based on the values and documents referenced in the preamble of this AP. The Academic Senate, area administrator, and area vice president disseminates their criteria to each of their respective groups in advance of position review. The area administrator, in consultation with the department chairs, academic managers, or a representative of the department if a department chair is not available, shall prioritize the requests submitted by the departments within the division and shall forward them to the area vice presidents—generally by mid-October. The area vice presidents shall provide the lists of requests for faculty positions prioritized by each division to the Academic Senate Executive Board. The College and the Academic Senate Executive Board shall independently prioritize the submitted requests. Positions projected to be fully funded from either categorical or restricted funding sources that are exempt from the Faculty Obligation Number (FON) are excluded from the faculty ranking list. These positions will be discussed at the Academic Mutual Agreement Council (AMAC). The priorities from the Academic Senate and the College shall be brought to AMAC for the development of a single list to represent the faculty positions priorities for the College. The prioritized list shall be submitted to the College President/CEO for a decision regarding the number of positions approved for hire for the following academic year.
2. Replacement Positions: When a faculty member submits a formal notice of resignation or retirement after prioritization occurs, a replacement for the vacancy must be requested by the department and the area administrator using the forms developed for requesting a faculty position. The determination shall be made by AMAC, after consultation with the department chair and area administrator, whether to replace, to open recruitment for the next on the list, or to not fill the position. If the position is not filled, it shall remain a vacancy for reconsideration the following year.
3. Emergency Replacement: When a department experiences an unexpected vacancy, the decision to replace may be made by mutual agreement in AMAC. The department, in consultation with the area administrator, should submit a request for a faculty position as described under sub-section A.2, Replacement Positions, above.
4. Following approval by AMAC, a Request to Fill Form (new position or replacement), including any specialties, approved and signed by the appropriate Vice President and the College President/CEO shall be submitted to Human Resources. The appropriate Vice President or President/CEO shall issue instructions to Human Resources regarding filling the position based on the procedures listed under Section B, Recruitment of Full-Time Tenure Track Faculty, below.

B. Recruitment of Full-Time Tenure Track Faculty

It is the policy of the College that all full-time position vacancies be advertised in and out of the District unless a reduction in force, reorganization, or business necessity is determined by the President/CEO.

The appropriate subject area faculty, department chair (if applicable), and area administrator, shall develop the faculty position descriptions, requirements, and preferred qualifications.

The job posting shall include all job-related skills, minimum qualifications, occupational licenses or certificates, any applicable qualifications recommended by faculty when appropriate, and an equity and diversity statement. Criteria for hiring that go beyond the minimum qualifications shall be established in compliance with Equal Employment Opportunity (EEO) regulations to ensure inclusivity. All minimum qualifications shall be included on job postings in accordance with the most recent State Chancellor's minimum qualifications handbook.

The job posting shall be approved by the appropriate Vice President and the Academic Senate President. If any changes are recommended that differ from those submitted by the department, consultation with department representation shall be held prior to advertising for the position. Every attempt shall be made to obtain agreement. If this is not possible, the recommendation of the College President/CEO or designee shall be used.

C. Applications for Employment

The employment application form is the document by which standard information about each applicant is obtained. In addition to the standard form, a supplemental questionnaire may be used for certain positions to gather specialized job-related information for use in the screening process. All applicants shall submit completed application forms cover letter, résumé, and transcripts verifying college work completed and degree earned from an accredited institution, a complete and thorough response to the diversity and equity supplemental questions, and other pertinent information that may be required. Applicants with non-United States-based degrees must submit a foreign transcript with a course-by-course evaluation that is equivalent to the required degree. The required degree must be conferred prior to the start date of the assignment. In addition, applicants may include other pertinent materials to be used in the screening process. All application materials shall be submitted to Human Resources via the online applicant tracking system. All recruitment materials shall become the property of Mt. San Antonio College and shall be kept on file for three years.

Applications submitted by the initial screening deadline of the job posting shall be reviewed for complete documentation, verified degree from an accredited institution, and screened for minimum qualifications by Human Resources. When appropriate or necessary, Human Resources shall consult with the Academic Senate President regarding verification of minimum qualifications. A determination of equivalency for foreign courses is acceptable. State law allows local districts to establish equivalencies to the degree or experience

requirements. If the position announcement allows applicants to have equivalent qualifications, they must be verified by documentation. This documentation shall be considered part of the application. The Academic Senate Equivalency Committee shall review all equivalency requests before including candidates in the applicant pool to be reviewed by the Screening Committee.

D. Training for EEO Representative and Screening and Selection Committee Members

Individuals serving on a Screening and Selection Committee shall be required to participate in EEO and Screening and Selection Committee Member training within the two calendar years before the recruitment orientation meeting. Individuals who have not received this training shall not be allowed to serve on Screening and Selection Committees. Screening and Selection Committees cannot meet for orientation until all Committee members have been appointed and have participated in the training.

After the initial recruitment orientation meeting, Screening and Selection Committee members who do not complete tasks assigned to the Committee or who fail to participate in all scheduled meetings shall be removed by Human Resources and, if necessary, replaced on the Committee by the Academic Senate President or designee.

E. Equal Employment Opportunity (EEO) Representatives

EEO Representatives are required to participate in and monitor all phases of the recruitment process, including final interviews. EEO representation duties may be transferred to another EEO representative by Human Resources. EEO Representatives shall not be under the supervision of the area administrator or Committee chair.

Any organization or individual participating in the recruitment and screening of personnel is an agent of the College, and, thereby, subject to the requirements, stipulations, and provisions of the EEO Plan.

College employees are trained by Human Resources to assist Screening and Selection Committees in ensuring that all applicants receive fair and equitable treatment and to advise on matters related to compliance with Title 5 EEO Regulations. EEO Representatives provide guidelines and instructions regarding equal employment opportunity, and they attend all meetings of the Screening and Selection Committee to ensure that equal employment opportunity principles are applied at each step in the screening and selection processes. EEO Representatives shall be individuals who will most likely be viewed by all Committee members and applicants as neutral, free of personal motivations and conflicts of interest, and shall be free from influence related to the vacant position. EEO Representatives are non-voting members of the Screening and Selection Committees and are appointed by Human Resources.

F. Screening and Selection Committees

For each faculty vacancy to be filled, the College Compliance Officer or designee shall authorize the appointment of a Screening and Selection Committee inclusive of campus organizational units. Screening and Selection Committees shall include a diverse

membership, within the limits allowed by the California Community College Chancellor's Office, to ensure a variety of perspectives to assess applicants' qualifications. Options to achieve a balanced Screening and Selection Committee may include any of the following: ethnic group identification, race, color, national origin, religion, age, gender, gender identity, gender expression, disability, ancestry, sexual orientation, language, accent, citizenship status, marital status, economic status, military and veteran status, and medical condition. The College Compliance Officer or designee and Academic Senate President or designee shall verify the diverse composition of the Committee using written statements from the Committee members summarizing how their Committee is diverse based on the diversity options listed above. All Screening and Selection Committee team members must have current EEO Screening and Selection Committee training.

The Committee makeup shall be constituted as follows:

- Manager of position to be filled, or management designee;
- Department chair or designee, who shall be selected by department vote;
- Three to four faculty, including at least one chosen from a pool of faculty from outside the department approved by the Academic Senate President or designee and Human Resources; (The diverse pool of faculty will be established annually by the Academic Senate President or designee. The faculty member selected from the pool will serve to contribute a broad pedagogy and campus perspective);
- One non-voting EEO Representative appointed by Human Resources. EEO Representatives shall not be under the supervision of the immediate area administrator or Committee chair (the College President/CEO is an exception); and
- Optional: Voting members of the Screening Committee may recommend up to two additional non-voting members who may be managers, industry representatives, faculty, classified staff, and/or students to provide content expertise to the Academic Senate President or designee and Human Resources for approval.

Non-voting members shall not participate in decision-making. The voting members of the Screening and Selection Committee shall elect the Faculty Committee Chair. The Academic Senate President, or designee, shall approve faculty appointments to the Screening and Selection Committee. Faculty appointments may include part-time or probationary faculty.

The College Compliance Officer or designee shall approve the makeup of each Screening and Selection Committee. In cases where the College Compliance Officer has not affirmed the initially proposed composition of the Screening and Selection Committee, the College Compliance Officer shall work with the Academic Senate President to remedy the composition of the Committee in accordance with EEO guidelines and applicable provisions of the College's administrative procedures.

All complaints related to unfair recruitment, screening, and selection practices shall be investigated by Human Resources. Any individual found to have engaged in conduct inconsistent with EEO training and/or violated the Board Policies, Administrative Procedures, and Mt. SAC's EEO Plan shall be removed from participating in hiring committees. The removal shall be for a minimum of six months up to a permanent removal based on the severity or frequency of the EEO violations and may be required by Human

Resources to participate in additional training(s) as part of the remedies before serving on future recruitments.

If the Committee composition is altered due to an EEO violation or due to a Committee member no longer being available to serve, Human Resources shall collaborate with the Academic Senate President or designee to determine if a replacement Committee member is needed and record those changes as part of the official recruitment records.

G. Applicant Screening

All screening materials (screening criteria, interview questions, writing assignments, teaching demonstrations, etc.) are developed by the Screening and Selection Committee with assistance, as needed, from Human Resources and are designed to solicit job-related information pertaining to the skills, abilities, and knowledge of the applicants.

Human Resources shall review the aggregate data of the applicant pool submitted by the initial screening date, and if the pool is not diverse, Human Resources shall extend the recruitment posting and advertise to draw more diversity. Human Resources shall provide a written explanation for the extension. Human Resources shall provide the Screening and Selection Committee with aggregate demographic data for the applicants who meet minimum qualifications as part of their consideration for the Committee's overall review. The Screening and Selection Committee shall include at least one diversity and one equity compliance screening criteria as part of their evaluation of each applicant. Screening and Selection Committee members should reference the application for answers to the supplemental questions on diversity and equity compliance to evaluate the screening criteria. Screening and Selection Committees may also reference other sections of the application packet as part of their evaluation of diversity and equity compliance.

Human Resources shall review applications submitted after the initial screening date for completeness and minimum qualifications. If a candidate has requested an equivalency review, the discipline expert(s) and the Equivalency Committee shall review such applications made available from Human Resources. After the discipline expert(s) have reviewed the applications of those requesting equivalency, they may provide the results of their review to the Equivalency Committee for consideration. All equivalencies shall be determined by the Equivalency Committee.

Committee members shall not keep any recruitment notes and shall provide all screening notes to Human Resources by the end of the recruitment process. Each Committee, upon its formation, shall coordinate with the College Compliance Officer or designee to confirm that the procedures it will be following in screening and interviewing shall conform to the College's equal employment and non-discrimination policies. All members of the Screening and Selection Committee shall have Equal Employment Opportunity training in accordance with Title 5 Section 53003(c)(4).

1. Ensure that meaningful consideration is given to the extent to which applicants demonstrate a sensitivity to and understanding of the diverse backgrounds of community college students, including: ethnic group identification, race, color, national origin, religion, age, gender, gender identity, gender expression, genetic information,

disability, ancestry, sexual orientation, marital status, military and veteran status, and medical condition;

2. Ensure that meaningful consideration is given to the extent to which applicants demonstrate knowledge of multi-culturalism, of training in cultural proficiency, and the history and culture of underrepresented groups and groups that have experienced discrimination in ways relevant to the specific position;
3. Be based solely on job-related criteria; and
4. Be monitored by means consistent with this section to detect and address adverse impacts that occur for any protected group.

The Screening and Selection Committee shall electronically screen all applications which meet Minimum Qualifications or locally established equivalencies, as well as other job-related criteria. Screening and Selection Committee members shall only evaluate the application and supporting documentation submitted by the applicant. Committee members are prohibited from utilizing any information outside of the application and supporting documentation to evaluate the applicant as part of the screening and selection process. Any Committee member who does not complete screening tasks assigned to the Committee shall be removed from the Committee. Through the screening process, the Screening and Selection Committee shall select a group of candidates that are highly qualified and reflect diversity as listed in G(1) above to interview.

Committee members may be used as a reference for applicants applying for the position(s) for which they are serving as members. Committee members who are listed as references may only speak to prior knowledge of the applicant at the reference stage of the hiring process.

Approved screening criteria and interview materials developed at the recruitment orientation meeting shall not be modified without approval by the College Compliance Officer or designee.

H. Interviews

After the Screening and Selection Committee has reviewed, evaluated, and determined the applicants moving forward for interviews, Human Resources shall make the necessary arrangements for all interviews. The time frame for notification should be at least 14 calendar days to allow applicants time to make necessary arrangements. Exceptions to the notification timeframe shall be made with the approval of the College Compliance Officer or designee but shall not be reduced to less than 7 calendar days' notice. Interview dates and timeframes shall be established by the Screening and Selection Committee members during the recruitment orientation meeting. Human Resources shall provide the Screening and Selection Committee with aggregate demographic data for the applicants who were selected for interviews. The established College interview procedures shall be used in all interviews. Interview questions and related interview assignments are developed by the Screening and Selection Committee with assistance from Human Resources. The interview questions and related interview assignments are designed to solicit job-related information

relative to the skills, abilities, and knowledge of the applicants. Additionally, interview questions should assess the candidate's understanding of and commitment to diversity, equity compliance, and their level of cultural proficiency, specifically interview questions addressing an applicant's soft skills (i.e., effective communication skills, teamwork, dependability, adaptability, conflict resolution, flexibility, leadership, problem-solving). Interview questions and related interview assignments (writing assignments, specific testing relevant to the job, presentations, teaching demonstration, etc.) shall be approved by the College Compliance Officer or designee.

The Screening and Selection manager, with assistance from Human Resources or the EEO Representative, shall moderate the Screening and Selection Committee. Human Resources or the EEO Representative shall be available during the interview for any questions or concerns. Members of the Screening and Selection Committee shall have the professional responsibility to also ensure that the screening and selection process is fair and to maintain the confidentiality of all discussions, recommendations, evaluations, ratings, and decisions of the Committee.

It will be the Screening and Selection Committee's task to recommend two or more applicants for final interviews. If the Screening and Selection Committee determines there is only one candidate to move forward and does not deem the candidate suitable for the position, the search shall be declared unsuccessful. The position shall remain open, and the Screening and Selection Committee may recommend re-flying the position with a revised recruitment strategy in collaboration with Human Resources. If the Screening and Selection Committee determines there is only one candidate to move forward, the chair can petition the President/CEO for consideration.

Should a Screening and Selection Committee member believe that they are unable to be impartial during the screening and interview processes, the Committee member may elect to remove themselves from the Committee.

All interview materials, including the Committee's rating form, must be sent to Human Resources following the interviews.

I. Final Interview/Meeting

Final interviews shall include the appropriate Vice President, the faculty Screening and Selection Committee Chair or designee, the administrator/ manager appointed to the Screening and Selection Committee, and an EEO representative as assigned by Human Resources.

In addition, an informational 10-to-15-minute meeting, on the same day as the candidates' interviews, will be scheduled with the President/CEO, unless a conflict arises, to grant the President/CEO the opportunity to meet with the final candidates and will include an EEO representative as assigned by Human Resources. The President/CEO will meet with all or no candidates of a discipline who have been selected for final interviews.

The final interview committee will deliberate and provide a recommendation to the President/CEO which will be sent to the College President/CEO by the Vice President via email.

In addition, Human Resources is responsible to:

- Send the Screening and Selection Committee's finalist recommendations to the College President/CEO.
- Schedule final interviews after the applicable executive assistants have provided notification to the assigned Human Resources Technician of date(s) and time(s).
- Determine the contents of the final interview materials packet, which shall exclude candidate rankings.
- Review and approve the final interview questions.

The College President/CEO or designee may request additional candidates to be identified by the Screening and Selection Committee. A written explanation from the EEO representative in collaboration with the College President/CEO or designee must be provided to Human Resources if no candidate is recommended to the Board of Trustees for hire. Human Resources shall review the written explanation to ensure EEO compliance. In such cases, recruitment may be extended or closed to create a new posting.

In accordance with state law, candidates selected for final interviews shall be required to disclose to Human Resources in writing prior to final interviews whether they have or have not had a final administrative decision or final judicial decision issued within the last seven years that they committed sexual harassment. Human Resources shall review any submissions of final administrative or judicial decisions and discuss them with the Screening and Selection manager.

J. Reference Checks

The administrator/manager and/or the Faculty Committee Chair appointed to the Screening and Selection Committee, or designee shall conduct reference checks on each finalist on a form provided by Human Resources. Reference checks must include at least one question addressing diversity and equity. Reference checks shall be initiated prior to final interviews and completed prior to finalizing the hiring decision. At least three reference checks shall be conducted, including at least one supervisor, unless otherwise determined by Human Resources. A candidate's reference checks must all be conducted by the same individual. After the final recommendation of the candidate for hire has been made, Human Resources shall conduct employment verifications for the last five years.

Reference checks for internal candidates whose current position reports to the same department for which they are being recommended for hire may be conducted but are not required.

K. Final Recommendation

The College President/CEO shall make the final recommendation to the Board of Trustees.

L. Offer of Employment and Salary Placement

The administrator/manager appointed to the Screening and Selection Committee shall make the conditional offer of employment to the finalist and discuss the employment start date. After the offer of employment has been accepted by the finalist, the administrator/manager appointed to the Screening and Selection Committee shall refer the finalist to Human Resources for salary discussions and placement. All salary range and step placements shall be determined by Human Resources in accordance with the collective bargaining agreement. It shall be the authority and responsibility of Human Resources to notify all applicants regarding the selection decisions.

M. Record Collection

All recruitment materials shall be collected by the administrator/manager appointed to the Screening and Selection Committee and turned over to Human Resources following the conditional offer of employment. All recruitment records shall be maintained by Human Resources for a period of three years (or as indicated by current state/federal laws) after closing of the recruitment.

N. Board Approval

The Board of Trustees shall make the final employment decision.

O. Temporary Full-time Positions

Either when a vacancy remains unfilled after the prioritization process because of a failed recruitment or when a department demonstrates a need for a full-time position because of program expansion or loss of faculty after the prioritization process, a department may request a one-year, temporary full-time position. Such requests require the approval of the appropriate Dean and Vice President, who, after consultation with AMAC, shall take the request to President's Cabinet for final approval. Candidates for temporary positions may be drawn from applicant pools formed for a tenure-track position or from other sources. If a search is conducted, every effort shall be made to notify part-time faculty of the opportunity to apply for the temporary position.

The Screening and Selection processes outlined in sections C-L above shall be followed with the exception of the Screening and Selection Committee makeup, which is as follows:

- Manager of position to be filled, or management designee;
- Department chair or designee, who shall be selected by department vote;
- One to three faculty, approved by the Academic Senate President or designee and Human Resources;
- One non-voting EEO Representative appointed by Human Resources. EEO Representatives shall not be under the supervision of the immediate area administrator or Committee chair; and
- Optional: Voting members of the Screening Committee may appoint up to two additional non-voting members who may be managers, industry representatives, faculty, classified staff, and/or students to provide content expertise only.

Part-Time Faculty Selection Procedures

The following provisions are applicable to instructional part-time faculty positions:

A. Vacancy

The Division shall inform Human Resources when openings for part-time positions occur and provide updates to Human Resources for job postings.

The job posting shall include all job-related skills, minimum qualifications, equivalencies, occupational licenses or certificates, and any additional qualifications recommended by faculty when appropriate. Criteria for hiring that go beyond the minimum qualifications shall be established in compliance with EEO regulations.

B. Recruitment

Human Resources shall recruit applicants in consultation with the department chair or educational administrator requesting the hire. All applicants shall be required to submit their application and any required supporting documents through the Human Resources applicant tracking system.

C. Screening

Human Resources shall screen the applications for complete documentation, verified degree(s) from an accredited institution, and minimum qualifications or established equivalencies. Human Resources shall consult with the Academic Senate President regarding verification of equivalencies. Any application for equivalency shall be forwarded to the Academic Senate Equivalency Committee for approval. State law allows local districts to establish equivalencies to the degree or experience requirements. If the position announcement allows applicants to have equivalent qualifications, they must be verified by documentation. This documentation shall be considered part of the application.

The Academic Senate Equivalency Committee shall review all equivalency requests before including candidates in the applicant pool to be reviewed by the Screening Committee. Candidates for equivalency shall be reviewed by the Equivalency Committee in consultation with the department's discipline expert. The equivalency committee shall determine if the candidate(s) meet equivalency.

D. Interviews

A team of at least two individuals including one discipline expert and any one of the following: faculty coordinator, department chair, or educational administrator shall interview qualified applicants. All interviewing team members must have current EEO Screening and Selection Committee training. All interview questions must be in compliance with EEO laws and principles. Interview materials shall include a question that assesses candidates' commitment to diversity, equity, and inclusion. Based on interview results, the faculty coordinator department chair, or educational administrator shall add selected candidates to

the pool of available part-time faculty candidates recommended for hire. A list of these candidates shall be sent to Human Resources.

E. Maintaining the Pool

Part-time faculty pools shall be maintained and updated by Human Resources (with proper notification to the division) on a quarterly basis.

F. Hiring Recommendation

The department chair, program coordinator, or educational administrator shall select from the pool of candidate(s) and shall submit a recommendation for hire as needed to their division dean and submit hiring documentation to the appropriate division office, which will forward the information to Human Resources. All individuals selected shall go through the onboard hiring process before employment can begin.

G. Emergency Procedures

Whenever a qualified candidate is not available from the pool for a specific position, every effort shall be made to apply the aforementioned procedures. When this is not possible, the division dean or division designee shall collaborate with faculty within the discipline to select a candidate for hire. If no discipline faculty are available for consultation, a division designee may be consulted. Persons selected shall be required to submit their application and any required supporting documents through the Human Resources applicant tracking system and go through the onboarding hiring process before employment can begin.

Faculty Conditions of Employment and Assignment

Required Personnel Records

- A. Academic personnel must provide the following information and records for Human Resources: (1) credentials or verification of minimum qualifications; (2) professional records and official, sealed college transcripts; and (3) verification of freedom from active tuberculosis (in accordance with prescribed regulations). New employees must secure this verification prior to their first day of employment (results obtained up to 60 days prior to start date are acceptable); continuing employees shall file verification every four years from the previous date of clearance; failure to comply may result in the withholding of next month's payroll warrant until this requirement is satisfied; (4) fingerprint clearance (LiveScan); (5) Employment and/or vocational verifications; and (6) other required employment documents or clearances.

Approved: November 10, 2009
Revised: May 22, 2013
Reviewed: December 16, 2014
Revised: March 8, 2017
Revised: December 18, 2024

