



PASADENA AREA COMMUNITY COLLEGE DISTRICT POLICY

Title: Faculty Hiring

Policy No. 6100

Legal Authority: California Education Code Sections 87002, 87003, 70902

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It is the policy of the Pasadena Area Community College District that faculty hiring procedures be established to provide for a diverse faculty of highly qualified people who will be experts in their subject areas, who will be skilled in teaching and facilitating learning, who will serve the needs of a varied student population, who will foster overall college effectiveness, and who will be sensitive to racial and cultural diversity and to changes in the demographics of the student population.

District hiring procedures are based on a recognition that responsibility for selecting these well-qualified people is shared cooperatively by both faculty members and college administrators, participating effectively in all appropriate phases of the hiring process. The governing board of the District has the legal authority to make the final decision to hire.

**PASADENA AREA COMMUNITY COLLEGE DISTRICT
PROCEDURES
For Policy No. 6100**

Title: Faculty Hiring

Procedure No. 6100.10

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1. Identifying Faculty Hiring Needs
 - a. The Academic Senate will form the Faculty Hiring Priorities Committee to assess and rank requests for new or replacement positions. The committee will consist of the four officers of the Academic Senate plus six to eight full time faculty members approved by the Academic Senate board. The Senior Vice President/Assistant Superintendent Academic and Student Affairs shall serve as a resource expert on the committee.
 - b. Steps in the Faculty Hiring Needs Assessment Process
 - (1) By the 3rd week of the fall semester, the Senior Vice President/Assistant Superintendent Academic and Student Affairs will request from the divisions/departments/areas any new or replacement faculty hiring needs for the following academic year. In response to this request, the division/area faculty and the dean/administrator, together in consultation, shall develop and submit a ranked list of faculty hiring needs accompanied by supporting information and justification for each position.
 - (2) By the 8th week of the fall semester, the Academic Senate will convene the Faculty Hiring Priorities Committee. This committee will review the ranked lists of faculty positions requested by the division/department/area along with any supporting information and justification to develop a faculty hiring priority recommendation.
 - (3) This committee will have access to information from Program Review and the Institutional Effectiveness Committee as well as data concerning fulltime to part-time faculty ratio within the discipline under consideration. The committee will also consider the number of vacancies and hires within a discipline over that past five years.
 - (4) The committee will forward to the college president its recommendation for faculty hiring priorities. If the president differs with the committee's recommendation, the president will meet with that committee to attempt to resolve the differences.
 - (5) Once the president acts on the committee's recommendations, a list of approved faculty positions, along with the supporting rationale for these positions, will be communicated to the vice presidents, the divisions, and the program areas.
 - c. Unanticipated Vacancies
 - (1) If a retirement, resignation, or reassignment creates a "position vacancy" after the original priority list has been finalized, and if sufficient time within the semester is available to complete a faculty hiring process, Faculty Hiring Priorities Committee will reconvene to add the "position vacancy" to the hiring needs list and assign a priority to the new position.
 - (2) The committee will reevaluate the ranking of the remaining position requests, and either forward another recommended position to the college president or recommend that the vacancy not be filled for that particular academic year/semester.

2. Preparing the Job Description
 - a. Once a position is authorized, the division/area dean and a committee chosen by the division faculty (or the discipline within the division) shall meet and prepare the job description and recommendations for minimum and desirable qualifications.
 - (1) The applicant shall provide a full file, as required in the job announcement, to Human Resources for review. This may include a detailed resume of education and career experiences, official transcripts with an attachment detailing upper division and graduate courses related to the discipline, copies of certificates, licenses, etc., publications, photographs, CDs, or other work products showing expertise, dated letters of recommendation on company/official stationery that indicate applicant's knowledge of the field, other relevant documents or information.
 - (2) The division/discipline committee shall indicate any supplementary materials that candidates may be asked to submit with the application for the position.
 - b. The area dean shall send the recommended job description to the Senior Vice President/Assistant Superintendent Academic and Student Affairs who will then forward it to the Executive Director of Human Resources.
 - c. If the Senior Vice President/Assistant Superintendent Academic and Student Affairs and/or the Executive Director of Human Resources recommend changes in the job description and/or the minimum and desirable qualifications, these recommended changes shall be sent back to the division committee/discipline for review and possible adoption when issues of legal compliance are not in question.
 - d. When a faculty position becomes open, before the public announcement, the Office of Human Resources shall distribute an announcement of these openings (via campus mail and email) as transfer opportunities to current faculty. The interview process shall be conducted in accordance with District/PCCFA contract (section 5.8).
 - (1) The informal hiring committee should include at least two faculty from the specific area or discipline in which the new faculty will be hired.
 - e. The division/discipline committee shall recommend to the Office of Human Resources the agencies, professional organizations, internet listservs, individuals, etc. to receive the job announcement, in addition to those normally contacted by Human Resources. The Office of Human Resources shall distribute the announcements of the College's job openings in compliance with the college's Faculty and Staff Diversity Plan.
3. Selecting the Hiring Committee
 - a. In advance of any hiring, the full-time faculty (tenured or tenure-track) of each division shall use an open democratic process to elect faculty members to serve on the division's hiring committees. The hiring committees shall be re-elected at least every two years. This selection process also shall include procedures for selecting non-tenured faculty or a representative from outside the division. (See sections 3.c (2) and 3.c (3) below).
 - b. The hiring committee shall be composed of five or more voting members and a non-voting equal employment opportunity representative. At least one of the voting members shall be from an historically underrepresented group. The committee shall include:
 - (1) The division/area dean, who normally serves as chair.
 - (2) Four or more full time faculty members, preferably tenured, two or more of whom shall be from the discipline or area specialty in which the new faculty hire will work and no more than one shall be from outside the discipline, division, or program.

- c. Unusual Circumstances
 - (1) Under unusual circumstances and upon recommendation of the division/area dean in consultation with the appropriate Vice President, a faculty member or another administrator may serve as the committee chair.
 - (2) A decision to use non-tenured faculty on a faculty hiring committee shall be made by the full-time faculty (tenured or tenure-track) within the division. At the end of each annual hiring cycle, the Executive Director of Human Resources shall prepare a report detailing the tenure status of members of all faculty hiring-committees. This information shall be made available to the Academic Senate, the Senior Vice President/Assistant Superintendent Academic and Student Affairs, and the College President.
 - (3) If additional expertise is desired but unavailable within the college, the faculty within the area or discipline may recommend a person from outside the college to augment the hiring committee.
- 4. Reviewing the Hiring Procedures and Developing Evaluation Criteria
 - a. The hiring committee shall review the faculty hiring procedures.
 - b. The equal employment opportunity office shall instruct the committee on affirmative action procedures as they relate to the hiring process.
 - c. The hiring committee shall formulate the criteria and method of evaluating the applications that will be used to select the candidates to be interviewed. Being guided by the five criteria areas in the policy, qualifications/requirements related to the duties and responsibilities of the position shall be considered in the method of evaluation.
- 5. Reviewing and Screening the Applications
 - a. The college's equal employment opportunity officer shall review the composition of the pool of applicants to determine if legal requirements relating to affirmative action and non-discrimination have been met. If the equal employment opportunity officer determines that the recruitment period should be extended for legal reasons or other extenuating circumstances, the equal employment opportunity officer shall explain this decision to the hiring committee.
 - b. All completed applications received on or before the closing date shall be reviewed by all members of the hiring committee. Committee members shall consider all transcripts, applications, and supplementary application materials as submitted by the candidates, and requested by the committee, to determine that each candidate has either met the published minimum qualifications or has qualifications that are at least equivalent.
- 6. Preparing for the Initial Interviews
 - a. After screening all applications, the hiring committee, with all members present, shall decide on those candidates to be invited for an interview.
 - (1) Candidates being considered for interviews, who do not meet minimum qualifications, may be directed by Human Resource or the hiring committee to apply for equivalency from the Academic Senate Equivalency Committee. Equivalency must be granted before the candidate can be invited for an interview (see section 10).

- (2) The equal employment opportunity officer shall review the list of candidates selected for an interview to determine if legal requirements relating to non-discrimination and affirmative action have been met. If the equal employment opportunity officer determines that legal requirements have not been met, he/she shall assist the hiring committee in addressing the problem(s).
 - (3) If the hiring committee determines that the available pool is inadequate due to a lack of qualified candidates, the committee may recommend that the recruitment period be extended.
 - b. The initial interview process requires the hiring committee to do the following:
 - (1) Develop questions that relate to the duties and responsibilities of the position.
 - (2) Determine the topic(s) for the teaching and/or other appropriate demonstration, so that the candidates can be informed about the demonstration prior to the interview.
 - (3) Determine if writing samples, portfolios, and/or other supplementary materials and tasks shall be required.
 - (4) Develop the rating system for evaluating the candidates to be interviewed.
 - c. Any recommended changes from the Office of Human Resources in questions, topics, supplementary materials, or the evaluation system shall be communicated to the hiring committee for review and possible adoption when issues of legal compliance are not in question.
 - d. In coordination with the members of the hiring committee, the Office of Human Resources shall make the necessary arrangements for all initial interviews.
- 7. Conducting the Initial Interviews
 - a. The hiring committee, with all members present, shall interview and evaluate each candidate.
 - b. After all candidates have been interviewed; the committee shall deliberate and prepare its recommendation. Normally the hiring committee shall recommend three acceptable candidates for a follow-up interview. If circumstances warrant, the committee can recommend two or more than three acceptable candidates for a follow-up interview.
 - c. If time permits, the committee chair will coordinate preliminary reference checks with members of the hiring committee for those candidates selected for a follow-up interview. The committee will be asked to suggest possible areas of inquiry for reference checks.
 - d. In coordination with members of the hiring committee, the Office of Human Resources shall make the necessary arrangements for the follow-up interviews.
- 8. Conducting Follow-up Interviews
 - a. The Senior Vice President/Assistant Superintendent Academic and Student Affairs, or their designee, shall join the hiring committee for the follow-up interview. All faculty on the hiring committee for the initial interview are expected to participate in the follow-up interview. If a person from outside the college was added to the hiring committee, he/she may be invited to participate in the follow-up interview.
 - b. The appropriate vice president convenes and chairs the committee for the follow-up interviews.

- c. The committee shall prepare a list of questions and a rating system for evaluating the candidates to use in the follow-up interviews. The committee also shall decide whether the follow-up interview should include a teaching demonstration and whether it should occur in a classroom situation.
 - d. The committee, with all members present, shall interview and evaluate each candidate.
 - e. Following the interviews, the faculty members on the committee and the division/area dean will communicate any pertinent information from the initial interviews and from reference checks that may have been completed.
 - f. After discussion, the hiring committee shall agree on one candidate per position to recommend to the President of the College.
 - (1) At the same time this decision is reached, the hiring committee shall also determine whether a second or a third candidate per position should be sent forward in the event that their recommended candidate does not accept the position.
 - (2) If the hiring committee decides that there is only one desirable candidate, the committee shall recommend that the position be reopened in the event that the candidate sent forward does not accept the position.
 - g. Temporary full-time faculty positions (one year appointments) can only be filled by candidates selected through the process outlined in this policy, but this does not exempt them from re-entering the hiring process should a full-time tenure track position become available.
 - (1) Should temporary full-time faculty be hired as tenure track faculty, their first year of full-time employment (as temporary faculty) will count towards tenure.
 - h. Should additional reference checks be needed after the follow-up interview, the committee chair, the Senior Vice President/Assistant Superintendent Academic and Student Affairs, or their designee (see 8b), shall coordinate reference checks with members of the hiring committee prior to forwarding the committee's recommendation to the college president for review. The committee will be asked to suggest possible areas of inquiry for reference checks. If information gathered in the reference checks warrants, the chair of the committee shall reconvene the committee to reconsider its recommendation.
9. Making the Final Selection
- a. The President of the College may conduct a final interview
 - b. If the recommended candidate of the hiring committee is not accepted, the President of the College shall inform the hiring committee in writing as to the reasons the recommendation was not accepted and meet with the entire hiring committee to discuss these reasons. The President and the hiring committee together will determine what the next step should be.
 - c. After the recommended candidate is accepted, the President shall submit his/her recommendation to the Board of Trustees.
 - d. Following action by the Board of Trustees, the Executive Director of Human Resources shall notify the successful candidate. Unsuccessful candidates also shall be notified in a timely manner.

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10. Equivalency Criteria and Procedure
- a. The minimum qualifications and List of Disciplines are mandated by the Community College's Chancellor's Office and are available in a document entitled "Minimum Qualifications for Administrators and Faculty in California Community Colleges" (See www.cccco.edu).
 - b. If an applicant lacks the minimum degree or experience specified for a position, but possesses education, expertise, training, and/or experience that is similar to the minimum qualifications established by the State, then that applicant may apply for equivalency. Determination of equivalency is handled on a case-by-case basis and must be unanimously agreed upon by a five-member Academic Senate Equivalency Committee.
 - (1) Each Academic Senate Equivalency Committee consists of Academic Senate President or his/her designee, two faculty members appointed by the Academic Senate, and two members of the Division hiring committee.
 - (2) The Equivalency Committee does not determine whether an applicant is a good faculty/librarian/counselor – that is the responsibility of the hiring committee.
 - (3) The PCC Equivalency Committee is not influenced by the needs of the Divisions to fill positions nor by equivalency granted by other community college districts as each community college district grants its own equivalencies.
 - c. Applicants for adjunct positions, full-time positions, or current contracted faculty requesting assignments in other disciplines are subject to the same standards and scrutiny.
 - (1) The full application file under consideration may include the items listed in 2a.1.
 - d. Criteria for equivalency of degree/coursework in disciplines requiring a Master's Degree: If an applicant has a master's degree, but if not in the discipline, she/he should provide evidence of the following:
 - (1) A bachelor's degree in the discipline, plus 30 upper division and/or graduate semester units of appropriate and relevant coursework from an accredited institution;
 - (2) A bachelor's degree in the discipline, plus appropriate licensure obtained through coursework from an accredited institution; or
 - (3) A bachelor's degree in the discipline plus certification as an instructor in a discipline obtained through coursework from an accredited institution.
 - e. Criteria for equivalency of experience in disciplines not requiring a Master's Degree: In most vocational areas, applicants must document experience in the subject area or discipline:
 - (1) Two years work experience with a bachelor's degree
 - (2) Six years work experience with an associate's degree
 - f. Criteria for equivalency of eminence: Eminence is defined as "distinguished or prominent" achievement in a discipline. The applicant's achievements or work experience should be beyond a master's degree in breadth, depth, and rigor. Documentation of the applicant's work in the field and at least three letters of recommendation should accompany applications for eminence.
11. Revision and Working Conditions
- a. This hiring policy is subject to review and revision at the request of either the Academic Senate or the Board of Trustees. A revision to this policy shall be mutually agreed upon by the Academic Senate and the Board of Trustees before replacing the previously agreed-upon hiring policy.

- b. Faculty members are those academic employees whose positions are not designated as supervisory or management and for whom minimum qualifications for service have been established by the California Community Colleges Board of Governors.
- c. The current collective bargaining agreement between the Pasadena Area Community College District and Pasadena City College Faculty Association (PCCFA) outlines working conditions after hire that apply to faculty members. The salary schedules and the tenure process for faculty members are included in that collective bargaining agreement.