



# PimaCountyCommunityCollegeDistrict

## Administrative Procedure

*AP Title:*

### Faculty Hiring

*AP Number:*

AP 2.02.02

*Adoption Date:*

3/27/06

*Schedule for Review & Update:*

Every three years

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*Sponsoring Unit/Department:*

Office of the Provost

*Policy Title(s) & No(s):*

Diversity and Inclusion, BP 2.01;  
Hiring and Assignment of Personnel,  
BP 2.02; Equal Employment  
Opportunity, ADA, Non-  
Discrimination and Anti-Harassment  
(including Sexual Harassment), BP  
5.10

*Legal Reference:*

Title VI & VII of the 1964 Civil Rights  
Act; Title IX of the Education  
Amendments of 1972; Age  
Discrimination in Employment Act of  
1975

*Cross Reference:*

### STATEMENT OF PURPOSE

Pima Community College (“the College”) is committed to hiring exceptional Faculty members to ensure quality instruction, a relevant curriculum, and student success. ~~The College is dedicated to diversity, equity, inclusion, social justice, and integrating these principles into the hiring process.~~

~~Inclusive hiring is intended to address structural inequities resulting in the underrepresentation of certain social groups in our academic workforce. Although there are many factors that impact the diversity of the faculty body, the hiring process is a significant mechanism by which the demographics of the full-time faculty can better reflect the community and student population.~~ The College will take reasonable, good faith efforts to recruit highly qualified and diverse applicants. To that end, this process is designed to include input from faculty, staff, students, and administration.

We seek to hire faculty who:

- demonstrate expertise and excellence in their subject area and practice
- set and meet high standards
- believe in service and accountability
- have a passion for learning and teaching
- are creative and can help fulfill the College mission
- have an understanding of and seek to grow their knowledge and awareness about the first-generation college student experience, the challenges of under-resourced populations, and the traditions and cultures of the populations of the Southwest, ~~including Hispanic/Latinx and Native Americans~~
- have cultural competence and understanding of the needs of a diverse student population, including low-income communities and those who have experienced limited access to education, healthcare, and services. ~~that includes, for example, people with disabilities, veterans, and members of the LGBTQ+ community.~~

## SECTION 1: Hiring Process

The faculty hiring process allows for deliberate resource planning and prioritization of faculty positions in the disciplines with the greatest needs. The hiring timeline aligns with current national academic hiring cycles in order to reach as many candidates as possible, with a goal of attracting large, diverse applicant pools.

As new opportunities emerge for delivering instruction, timelines may be adapted to better meet the needs of the students and community. Not all Divisions and areas follow the traditional academic year cycle in their course offerings or job market and are encouraged to establish appropriate alternate timelines that do not negatively affect the size and quality of the candidate pool. In all cases, the steps and elements below shall be followed.

While having the primary responsibility for the faculty hiring process, the Office of the Provost shall ensure alignment with the College-wide personnel-related policies and processes as established by the Human Resources Department.

### 1.1 Resource Planning and Position Allocation (Spring and Summer)

1. On an ongoing basis, Deans, with the input from their Discipline Faculty Committees (DFCs), examine internal and external data trends in order to plan strategically to meet the educational needs of their area, including:
  - a. Enrollment per FTE in the discipline/library service area
  - b. Upward/downward enrollment trends over several years
  - c. Adjunct to full-time faculty ratio in the discipline
  - d. Availability of a viable adjunct faculty pool
  - e. Need for faculty with sub-discipline specialization
  - f. Need for faculty discipline/library leadership
  - h. Results of Program Review
  - i. Recently vacated positions
2. The Provost's Office reviews and discusses Division needs with the Deans and budgetary needs with the Finance Office. Should not enough funding be available to fill all requested faculty positions, competing priorities will be weighed in an effort to find consensus and a resolution that best addresses student needs. The Provost will make the final decision and their office will update the Faculty Senate throughout the process.
3. By mid-August, the Provost reviews updated trends, projections, and retirements before making a decision on annual faculty position allocation and filling vacancies.

### 1.2 Recruitment (Fall)

1. The Office of the Provost, through Faculty Qualifications and Hiring (FQH), sends an initial list of faculty positions authorized for hiring to Deans by **All College Day**. The Deans will update the Provost on changes to their Division's needs over the academic year, so that the Provost can approve additional recruitment(s) if needed and if funding is available.
2. Each Dean announces open positions to their DFCs on All College Day and any additional positions later in the year. The Dean solicits interest

from all DFC members in serving on a Selection Advisory Committee (SAC).

3. If a vacancy creates an opportunity for current faculty members to transfer to another work location within the same discipline, they may request a transfer. If more than one person is interested in a work location transfer, the Dean will develop an equitable selection process. The position recruitment continues concurrently.
4. The Dean finalizes SAC membership according to the guidelines in Section 2 and holds a charge meeting with support from FQH by the **beginning of September**. All discipline faculty shall have an equitable opportunity to serve on the SAC. A database, compiled by the Provost's Office, which will include a summary description of each hiring committee will be made available as requested.
5. FQH provides a job announcement template to the SAC. The SAC finalizes the position announcement, recruitment plan, and hiring timeline to align with the steps below, and shares it with the DFC for feedback and FQH approval before the **end of September**.
6. FQH posts the job announcements and opens the application to the public by the **beginning of October** for a minimum of 21 days. Applications will typically be open until mid-December and close no later than **mid-January**.
7. Concurrently, the SAC creates screening criteria, interview questions, and a teaching demonstration. The DFC helps with the recruitment on an ongoing, as-needed basis. FQH and dean(s) will monitor the [sufficiency](#) ~~diversity~~ of the applicant pool.

### 1.3 Interviews and Candidate Selection (Spring)

1. The SAC reviews applications and meets to identify candidates for interviews in mid-late January. Candidates invited to interviews will be notified by the **end of January**. If the SAC and FQH determine that the candidate pool was not large ~~or diverse~~ enough [or lacks sufficient qualified applicants](#), this deadline may be extended, or a failed search may be declared.
2. Interviews start in February and conclude before spring break by **mid-March**. The DFC and College community may be invited to the

teaching demonstrations, and their feedback will be collected and reviewed by the SAC. All SAC members, including the Dean, must attend all teaching demonstrations and interviews. Any committee member who is unable to attend a teaching demonstration or interview due to conflicts may comment on the remaining candidates solely.

3. As soon as possible after the interviews, the SAC meets to discuss and record the strengths and limitations of each candidate, taking their application, interview, and teaching demonstration into account. The SAC identifies a list of finalists. All SAC members, including the Dean, must participate in this discussion.
4. If there is more than one finalist, the Dean may conduct an additional interview and may invite the discipline faculty leadership and/or another academic administrator such as the Vice Provost. The Dean, in consultation with the SAC, selects a finalist to be hired, pending reference and background checks. If there are no finalists identified by the SAC, a failed search is declared. If there is significant disagreement between the Dean and the SAC that is unable to be resolved collectively, the SAC may present their concerns to the Provost or their designee for review.
5. Reference checks are conducted by the Dean or designee and background checks by FQH. An offer of employment shall be made to the selected finalist by the **end of March**.
6. Deans share the final outcome (selected finalist or failed search) with the DFC, FQH, and Provost's Office as soon as possible.
7. It is the intent of the College to meet the deadlines set forth in this AP and make job offers as early as possible. However, deadlines may be modified due to unusual circumstances by the Dean. Any modification should be clearly communicated to the SAC.

## **SECTION 2: Selection Advisory Committees**

The majority of committee members shall be full-time faculty from the discipline or a closely related discipline, with emphasis on subject matter expertise when possible. In disciplines where, due to the small number of full-time faculty, a majority is not feasible, committees may be supplemented by other members of the College community.

*Additional prioritization ~~guidance~~:*

1. Full-time faculty (with subject matter expertise) from the discipline
2. Full-time faculty from a related discipline or adjunct faculty in the discipline
3. Students, other college employees, community members

*Encourage/Consider:*

1. Encourage division faculty members and leadership to participate
2. Involve representative(s) from the campus where the new faculty member will be located
3. Include a community member or student when there is an identified value added specific to the search
4. Broaden the collective insight and wisdom of the team by including members with different experiences and perspectives.

~~Whenever possible, the committee shall have representation from identity groups that have been underrepresented in the discipline and in higher education. Committee members should have different genders and races or ethnicities and a demonstrated commitment to diversity, equity, and inclusion.~~

Committees hiring for a single position have approximately 5-7 members. Committees may add additional members to ~~make sure~~ ensure that subject matter expertise ~~and diversity~~ requirements are met or when hiring for multiple positions.

### SECTION 3: ~~Marketing~~ Publicizing the Recruitment

Recruitment is an ongoing process and the responsibility of each Division. Working with Faculty Qualifications and Hiring and the SAC, each Dean/Hiring Manager creates a recruitment plan. Ongoing relationships and networks of college employees with the community and discipline contribute to recruitment. Plans should ~~both include casting~~ a wide net to reach potential faculty candidates as well as targeting specific areas. Multiple recruitment strategies should be employed to increase the diversity of the applicant pool and should reflect the needs of the hiring area. In addition to advertising in national publications or job-listing databases appropriate for the discipline, the SAC should consider:

- Using Leveraging existing ~~relationships both~~ internal and external college relationships to the College
- Advertising in publications, newsletters, and on websites and listservs that are read by ~~under-represented/diverse~~ candidates in the field of study, reaching out to potential candidates who haven't been effectively reached through normal recruiting methods.
- ~~Advertising in listservs that are followed by under-represented/diverse candidates in the field of study.~~

- ~~Advertising in diversity specific websites that are viewed by under-represented/diverse candidates in the field of study.~~
- Making targeted and personal outreach to potential applicants and colleagues who might know potential applicants.
- Making direct person-to-person contact with colleagues and prospects at professional meetings, by email, or by telephone. Encourage potential applicants to look at the formal position announcement and to apply for the position.
- Utilizing faculty network of contacts including past and current guest lecturers, ~~and~~ presenters, and relationships ~~with under-represented groups.~~

Human Resources, in collaboration with Faculty Qualifications & Hiring, shall, as appropriate, evaluate whether faculty recruitment strategies and actions result in unintended barriers to receiving sufficient qualified applicants that meet the needs of the College. The College will develop plans and actions to address and remove identified barriers.

## **SECTION 4: Provisional Faculty Appointments**

### **Definition**

A provisional faculty position is filled by a full-time ~~regular~~ faculty member expected to serve for no more than one year.

### **Purpose**

Faculty positions may be filled on a provisional basis due to:

- unexpected separations,
- unexpected student demand,
- uncertainty in enrollment, or
- changes in the College's financial circumstances

~~Faculty positions may be filled on a temporary basis until the next regular recruitment cycle due to unexpected separations or unexpected student demand. Uncertainty in enrollment or College finances also may dictate the use of a provisional faculty until such time that there is a financial commitment to fund a regular position.~~

### **Recruitment**

The hiring process for provisional faculty follows the same general procedures principles as laid out in the regular faculty hiring process, but timelines may be shortened, and the recruitment process may be open exclusively to internal adjunct faculty candidates. ~~if there is no time to recruit externally~~. Direct provisional appointments may only be made in exceptional circumstances.

### Extended Provisional Service

When approved as a regular faculty position, a competitive search can be conducted as soon as reasonably possible.

Under extenuating circumstances, a provisional faculty member may be reappointed for up to two additional academic years. Decisions to extend provisional appointments rather than hire a regular faculty should be data-driven, and the bases for such decisions should be documented.

~~A provisional faculty member may be reappointed for up to two more academic years. After three years, the position will either be closed or approved as a regular position and opened up as an external recruitment. The Dean may recommend to the Provost the direct appointment of the current provisional faculty member to the regular position if they were hired through the external hiring process.~~

After three years, a provisional faculty position will either be closed or approved as a regular position, and an external recruitment for the position will be conducted.

Alternatively, the Dean may recommend to the Provost the direct appointment of the current provisional faculty member to the regular position if they were hired for the provisional position through a competitive external hiring process.

All provisional faculty will be notified of their contract status by the Dean for the ensuing academic or fiscal year on or before March 1 of that year.