

Full-time Faculty Hiring Procedure

I. Position Approvals

In deciding the need for a full-time faculty position, the general rule of full-time faculty teaching 50 percent of the district-wide contact hours in a discipline (in long semesters) will be followed. The Institutional Research Office provides the contact hour ratio report for the current fall semester each November used in analyzing position needs. The 50 percent rule may be waived for fast-growing workforce programs, specialty disciplines with a shortage of qualified candidates, or other unique situations. After consultation with academic and workforce deans, each campus provost will provide a list of requests to the senior vice president of campus operations (SVPCO). The SVPCO, in consultation with the campus provosts, will assess district needs, evaluate the possibility of transfers, and provide the list to the district president for final approval.

II. Search Process

- a. Once final approval is received for positions from the district president, each dean will work with their respective campus human resources consultant (HRC) to review and post the position(s). The goal is to have the postings and any search committee procedure revisions in place before winter break.
- b. Before posting the positions, Human Resources will send out a district-wide email to full-time faculty to provide a list of internal transfer opportunities.
- c. The phases for each search include:
 - i. The associate dean/director/hiring manager will request the discipline lead and discipline faculty on the campus to recommend a search committee meeting the committee composition requirements in this document (Section III). When forming a search committee, selecting faculty with experience in the search process and providing opportunities for faculty who need experience in the search process should be the driving factor.
 - ii. The search committee will be approved by the associate dean/director/hiring manager and dean through a collaborative process with the discipline lead and representative campus faculty in the discipline.
 - iii. The approved search committee will select a chairperson from its membership and recommend that person to the associate dean/director/hiring manager for approval.
 - iv. Whenever possible, the chair will be a faculty member within the discipline with the position opening and from the hiring campus. (See below Section III for search committee specifics).
 - v. All search committee members will sign a confidentiality form.
 - vi. The search committee will develop the candidate evaluation rubric.
 - vii. The committee chair will work with the appropriate dean, associate dean/director/hiring manager, and the HRC for final approval of the proposed rubric.

- viii. The search committee will develop interview questions (for all levels of interviews, e.g., face-to-face, virtual, etc.) to be approved by the appropriate dean, associate dean/director/hiring manager, and HRC.
- ix. After all approvals, HR will grant the search committee access to each candidate's application materials. The search committee will score each candidate within the approved rubric and rank candidates.
- x. Based on the rankings, the search committee will submit a list of candidates for interviews to the associate dean/director/hiring manager and HRC. The number of candidates can vary. The associate dean/director/hiring manager will consult the dean regarding the list.
- xi. If the list of candidates presents questions or challenges, the associate dean/director/hiring manager communicates with and collaborates with the search committee to establish a final list (See also III.k).
- xii. Virtual (Zoom, MS Teams) interviews are optional. If the need for a virtual interview is determined, the committee chair will schedule the interviews. The search committee will conduct the virtual interviews.
- xiii. The committee chair will coordinate with the associate dean/director/hiring manager to schedule onsite interviews and teaching demonstrations for the selected candidates. The search committee conducts the interviews. See section IV for the interview process.
- xiv. The committee establishes the final list of recommended candidates. The committee chair submits that list, with the committee's recommendation for hire and justifications to the associate dean/director/hiring manager.
- xv. If the associate dean/director/hiring manager and the dean have questions or concerns about the list or any candidate on the list, a collaborative process of discussing those concerns with the committee to arrive at a mutually acceptable final list to move forward in the process is required. The associate dean/director/hiring manager in consultation with HR may not share specific information about the concerns with the committee.
- xvi. After consultation with the dean, the associate dean/director/hiring manager submits the final recommendation (See IV. b below for the process when committee recommendations and associate dean/director/hiring manager recommendations do not match) for hire to HRC to initiate the background check.
- xvii. Before submission, the campus provost should be informed of the candidate(s) choice.
- xviii. The associate dean/director/hiring manager may contact the candidate at this point and make a verbal offer contingent on the background and reference checks.
- xix. The associate dean completes the reference checks.
- xx. The HRC obtains hiring approvals from the campus provost and the SVPCO.
- xxi. Once the appropriate approvals are received, the HRC initiates the salary calculation and the issuance of the offer letter.

III. Search Committees

- a. Expectations:
 - i. Ensures the hiring process benefits from multiple perspectives.
 - ii. Recommends the best available and most qualified candidates for positions.
 - iii. Provides an equal opportunity for consideration to all qualified and interested applicants/candidates.
 - iv. Consults with the associate dean/director/hiring manager, dean, and HRC throughout the process.
 - v. Maintains absolute confidentiality at all times.
- b. Faculty search committees will consist of:
 - 4 -7 full-time faculty members (Total)
 - 1. One faculty member from outside the hiring discipline in the interview phases
 - 2. 1-2 members from other campuses and within the discipline
 - 3. For departments with limited FT faculty members, the above composition could be altered except for the subject matter expert. Faculty members within a grouping of similar disciplines could be considered in deciding the subject matter expert. For example, faculty in any of the disciplines within the social and behavioral sciences could be considered for any discipline within that group. In workforce programs, the use of career clusters is acceptable when a faculty member in a specific discipline or program is not available. Use of adjunct faculty in a particular discipline or program when no FT faculty in the discipline or program is available is also acceptable.
- c. The associate dean/director/hiring manager will request the discipline lead and discipline faculty on the campus to recommend a search committee meeting the committee composition requirements in this document (Section III).
- d. The associate dean/director/hiring manager approves faculty members recommended by the discipline lead and discipline faculty to serve on the committee.
- e. The search committee members will select and recommend the Committee Chair to the associate dean/director/hiring manager.
- f. The associate dean/director/hiring manager should consult with the dean and provost on approving the recommended committee chair.
- g. Since each department's needs vary, the committee's composition may vary to meet such needs.
- h. The search committee generates a list of ranked and viable candidates with justifications.
- i. The search committee chair provides the associate dean/director/hiring manager with the final list from their ranked list of candidates.
- j. The associate dean/director/hiring manager discusses the list of ranked candidates with the dean and provost.
- k. The associate dean/director/hiring manager discusses any relevant issues with the committee and collaborates with the committee.

- I. The committee establishes the final list of candidates for interviews after consulting with the associate dean/director/hiring manager

IV. Search Committee Interview

The search committee interview process has two distinct phases, the committee interview and the teaching demonstration by the candidate.

- a. The Interview
 - i. The interview is open to the committee members only.
 - ii. The committee chair and associate dean/director/hiring manager may call for questions from the discipline faculty.
 - iii. The committee chair compiles the questions, prioritizes them with the committee, and selects a proposed list of questions.
 - iv. The list of questions must be submitted to HR for approval before use.
 - v. The committee members are the only ones to ask the candidate the approved questions.
 - vi. The committee members may ask follow-up or clarification questions during the committee interview.
- b. Teaching demonstration
 - i. When possible, the teaching demonstration may be conducted in an open format where others outside of the search committee can attend.
 - ii. The committee members may ask follow-up or clarification questions during the teaching demonstration.
 - iii. The non-committee members present during the teaching demonstration may ask questions about the teaching demonstration and what is presented. Any questions asked as a follow-up to the teaching demonstration by anyone who is not a committee member must be submitted to the committee chair at the end of the teaching demonstration and associated follow-up Q&A session. The questions must be submitted to the committee chair. The committee chair selects questions pertinent and helpful for the hiring to inform the committee's decision about the candidate.
 - iv. The committee chair must lead and control the teaching demonstration proceedings to ensure fairness and professionalism throughout the process.

V. Associate Dean/Director/Hiring Manager and Dean Onsite Interview

- a. The associate dean/director/hiring manager works with the committee to establish the list of candidates for interviews (see III.k).
- b. The associate dean/director/hiring manager and the dean will conduct onsite interviews independent of the committee.
- c. The list of questions must be approved by HR.
- d. Follow-up questions are allowed, provided they are related to answers provided during the interview or about the qualifications of the candidate.

- e. Once the committee and the associate dean/director/hiring manager/dean interviews are concluded, the associate dean/director/hiring manager will consult with the search committee (See section II.xiii, xiv).

VI. Additional Considerations

By Committee:

- a. Veterans status of the applicants must be considered. For each position:
 - i. If the total number of individuals interviewed for the position is six or fewer, at least one candidate meeting the criteria for veteran's employment preference and meeting the minimum qualifications for the position should be interviewed.
 - ii. If the total number of individuals interviewed for the position is more than six, a number of individuals qualified for a veteran's employment preference equal to at least 20 percent of the total number interviewed should be interviewed.
- b. The committee must prioritize teaching as the highest factor in hiring faculty. The criteria to be used for determining a candidate's educational qualifications should only be a) consistent with the minimum qualifications required to credential the successful candidate to teach the courses in the discipline and b) that the degree-granting institution is institutionally accredited by an accrediting agency recognized by the THECB, the US. Dept. of Education, the Council for Higher Education Accreditation, or any other source allowable under board policy DBA(LOCAL). The committee may assign reasonable weights for a terminal degree, which may be above the minimum requirement, through the instrument it uses to arrive at the final list of candidates for interviews. When hiring workforce program faculty, national accreditation, industry-standard certifications, and other relevant considerations must be made.
- c. All participants in the hiring process must complete a confidentiality agreement before gaining access to applicant packets.
- d. Reference Checks should be completed by the associate dean/director/hiring manager
- e. Committee members and others involved in the search are not allowed to research social media about the applicants.
- f. The committee must consider information provided by the associate dean/director/hiring manager on institutional needs and the need for a faculty who is versatile enough to teach multiple rubrics within a discipline or across disciplines. The versatility of a faculty member can be factored into the candidate evaluation rubric as needed.
- g. HR notifies all applicants/candidates who were not recommended for hire.

By Associate Dean/Director/Hiring Manager:

- a. Associate dean/director/hiring manager/Hiring Manager will notify the Internal candidates who were not selected for interviews before the actual interviews.
- b. If a proposed recommendation raises questions about fair hiring practices (such as a protected class, etc.), the associate dean/director/hiring manager must seek assistance from and consult with HR. Discuss the decision with the committee.
- c. Communicate to the committee institutional needs regarding coverage of courses, disciplines, or programs for the position at the beginning of the search process.

- d. The associate dean/director/hiring manager must communicate with all internal candidates once they do not progress to a subsequent phase. Working with the committee chair is imperative to ensure proper sequencing of internal candidate communication and interview scheduling.
- e. When multiple campuses hire for the same position, the search timeline should align. When a particular candidate is selected for a position at multiple campuses, every effort should be made to allow the candidate to provide their preference.

VII. Unsuccessful Search

- a. In the event of not identifying and recommending a successful candidate for hiring, the search will terminate as an unsuccessful search.
- b. An unsuccessful search may trigger a temporary full-time appointment to address the institutional need for faculty.
- c. To the extent possible, the associate dean/director/hiring manager and committee chair shall work collaboratively to communicate with search committee members that the search was unsuccessful and the next steps, if any. Only HR staff may communicate with candidates about the status of the search.

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