Memo

To: Chairs and directors, all academic departments and programs
From: Lori Kletzer
Date: August 6, 2014
Re: 2014-15 Search Guidelines for Tenure-Track and Replacement Searches

The following guidelines are intended to assist you and your colleagues in conducting faculty searches this year. Please note that the equal opportunity language has changed. Please also note that continuing from last year, Paul Greenwood will be overseeing the one-year replacement hiring.

(1) Initiating a Search: The Academic Department/Program Search Plan

Approval of an Academic Department/Program Search Plan is required before the commencement of a search and the placement of ads. The form is on page 6 of this document and is also available on the Provost/Dean of Faculty website and on the myColby portal at the Dean of Faculty tab.

Search plans and ads for tenure-track and continuing (Category III) searches should be submitted, electronically and in Word format, to Lori Kletzer, with copies to Jenny Wood (jhwood@colby.edu) and Bev Boose (bboose@colby.edu). Search plans and ads for replacement faculty (non tenure-track one year) should be submitted, electronically and in Word format, to Paul Greenwood, with copies to Jenny Wood and Bev Boose.

(2) Search Committees

All proposed search committee members must be specified in the required search plan. Search committees, in accord with Faculty Handbook guidelines, consist of members of the department/program plus at least one "unaffiliated" or "outside" faculty member. For searches where the position involves cross-program curricular concerns, please include in the search committee at least one faculty member from each of the relevant programs. This is particularly important for replacement searches. It is the committee chair's responsibility to solicit the outside member(s) and, once s/he or they have agreed to serve, list them in the search plan. Upon review of the search plan and approval of the committee membership, this office will send a letter of appointment to the outside member(s) with a copy to you. Students should be part of the search process, and should meet all on-campus finalists and attend their presentations. Students may attend meetings of the search committee, and their input should be considered along with that of the faculty search committee members.

(3) Equal Opportunity

We are committed to a proactive policy of recruitment to increase the diversity of all applicant pools. I will speak with search committee chairs about how each search should proceed in this regard. Every effort must be made to diversify the applicant pool and the pool of finalists for your position. I cannot overstate the importance of building the strongest and deepest possible applicant pool; we seek to hire the most qualified applicant from a diverse and talented pool.

The following language must appear in each ad:
Colby is a private, coeducational liberal arts college that admits students and makes personnel decisions on the basis of the individual's qualifications to contribute to Colby's educational objectives and institutional needs. Colby College does not discriminate on the basis of race, color, gender, sexual orientation, gender identity or expression, disability, religion, ancestry or national origin, age, marital status, genetic information, or veteran's status in employment or in our educational programs. Colby is an affirmative action/equal opportunity employer and operates in accordance with federal and state laws regarding non-discrimination. For more information about the College, please visit our website: www.colby.edu

Consistent with our commitment to equal opportunity, no special preferences can be accorded inside candidates. Search committees will have to decide in a particular case whether an inside candidate is sufficiently competitive within an application pool to be considered a finalist for the position. If so, he/she should be given the same kind of on-campus interview schedule that you are arranging for your off-campus finalists. To ensure that insider status does not confer any unfair advantage, internal candidates should not be involved in any of the department's search activities, including the on-campus interviews and presentations of competing candidates. Department members (and more broadly, search committee members) must not write letters of recommendation for internal candidates for positions within their department/program, although faculty members are free to write recommendations for visiting faculty for positions outside the College.

(4) Job Ad: template for material asked of applicants

For all academic faculty searches (tenure-track, temporary/replacement, continuing, visiting), the ad must specify the following material to be sent to the search committee: cover letter, curriculum vitae, three letters of recommendation, statement of teaching philosophy and research interests. For tenure-track searches, the ad must further request a representative sample of current scholarship, e.g., reprints of recently published work, portfolio of artistic work, or a sample of creative works in progress. Departments and programs may optionally request transcripts and/or official summaries of teaching evaluations. Non tenure-track searches may optionally ask for evidence of scholarship and/or creative activity and/or teaching evaluations.

For all academic faculty searches, if an applicant pool contains an internal candidate, you cannot refer to Colby course evaluations to assess teaching performance of the internal candidates unless you have requested of ALL candidates summaries or other evidence of teaching evaluations. All candidates must be assessed on the same information, and unless you have requested evidence of teaching performance from all candidates, you may not use evidence that is a result of our own internal processes.

For all athletic coach and academic administrative support searches, the ad must specify the following: cover letter, resume, three letters of recommendation.

Over the past two years, all department searches have adopted electronic submission of application material. Electronic submission is now required, and email addresses can be established to help direct the submission of material. Please contact Rurik Spence in ITS with an intended email address name and he will set it up for your search.

(5) Active Recruitment and the applicant pool

Placing job ads in discipline-specific or general-purpose venues such as the Chronicle of Higher Education is necessary but not sufficient for attracting the best candidates and the most diverse applicant pool. As we all recognize, in some areas of the country small liberal arts colleges are less well known and are not always seen as desirable places for high quality faculty. Dissertation advisers at many Research I universities do not think of small liberal arts colleges, even highly selective ones, as the top places for their students. In addition, prospective applicants may have concerns about Colby's location. To attract outstanding colleagues, we must face these challenges and take the initiative to build the strongest applicant pool possible. These efforts will include: i) soliciting
nominations from department/program chairs and placement directors of leading graduate
departments; ii) soliciting nominations from others in the discipline who might be in a position to
identify strong candidates; iii) making personal phone calls or sending personal email messages as
part of a strategic outreach to leaders in the discipline; iv) becoming aware of resources provided by
your disciplinary professional societies.

The most successful searches involve well-organized department-wide efforts that extend beyond
publishing an ad and evaluating responses to the ad. My office stands ready to assist; ultimately, it is
the responsibility of all members of the department/program to actively recruit a strong and diverse
pool of applicants.

(6) Recruitment Travel

Tenure-track searches: The Provost’s office will pay for two committee members to travel to a
conference or professional meeting for interviewing in a tenure-track search, provided that eight or
more candidates are interviewed.

Visiting faculty searches: In searches for visiting faculty (e.g., sabbatical replacement), my office will
pay for travel for: one committee member's trip, in full; or two committee members can each apply
for professional travel funds up to $600 and my office will cover reasonable travel expenses beyond
$600.

(7) On-Campus Interviews

For all faculty searches, tenure-track/continuing or visiting, the proposed finalists must be approved
in advance by my office. You must send candidates' curricula vitae and cover letters to the Provost’s
office so that we can review this information and give permission for you to invite them to be
finalists. For tenure-track searches, normally three finalists are invited to campus, but this can vary
depending on the job market and other factors (e.g., if we are hiring in a highly competitive field, we
may bring more than three finalists to campus to help insure that the search is successful). For
replacement positions, typically two candidates are brought to campus for interviews. Again, you
should contact me or Paul directly, in advance, regarding specific factors affecting your search. In all
searches, it is expected that the finalists are the most qualified from a diverse pool of applicants.
Candidate information must be submitted electronically. For tenure-track and continuing searches,
submit to Lori Kletzer; for replacement searches, submit the information to Paul Greenwood. For all
searches, send a copy of the candidate information to Bev Boose.

The costs of entertaining finalists should be reasonably constrained. Meals on campus and small off-
campus dinners (e.g., the candidate plus at most two members of the search committee) are
expected; dining expenses deemed to exceed this guideline will not be fully reimbursed by my office
and will be charged to your department/program. The reimbursement limit for meal expenses, per
finalist, is $200.

(8) Salaries

NB: The salary figures given here are best estimates. Actual salaries for 2015-16 will not be
confirmed by the Board until later in the academic year. Therefore, when you talk initially with
candidates, please state that the salary is "in the range of" the figure given. Before making an offer
to a candidate, you must contact this office directly for a salary figure and for the full terms of the
offer.

From most searches, new tenure-track faculty for 2015-16 will be hired at the entry assistant
professor level. Starting salary for a new Ph.D. assistant professor will be approximately $70,000.
Those not finished with the Ph.D. by September 1, 2015 will be hired at the rank of instructor. As a
general practice, expect adherence to these salary levels and standard probationary periods.
It is possible to go above these starting salaries for fields in which hiring is particularly competitive. This may be done on a case-by-case basis. Also on a case-by-case basis, some candidates may be more appropriate for advanced assistant professor positions because of prior experience. Proposals to hire a candidate at an advanced level must be justified in the context of the current demographic profile of your department or program, programmatic curricular needs, and potential contributions to the Colby community.

The salaries for non-tenure track replacement faculty will be as follows: visiting assistant professor (Ph.D. in hand), $66,000; visiting instructor, $65,000; faculty fellow, $55,000.

(9) Making an Offer

All salaries and all other terms of an offer must be obtained directly from me or Paul prior to you conveying an offer.

Offers of employment may not be made until the full details of the offer, and explicit permission to make the offer, have been granted by me or Paul. It is the search committee chair's responsibility to communicate in advance, and with enough time for an appropriate response. Once the offer details and permission to convey the offer have been granted, the search committee chair makes the offer to the candidate.

I am eager to help you and your colleagues in your search process; the appointment of new faculty is one of the most important tasks that we undertake during the year. Please let me know if you have any questions about this process, and please do not hesitate to contact me.

ADVERTISING GUIDELINES FOR FACULTY SEARCHES

1. All ads must be reviewed and approved by the Provost or Associate Provost prior to any placement. No ad may be placed, or a search begun, without approval of both ad and search plan. Please send the search plan and the job ad in electronic format to Lori Kletzer (Lori.Kletzer@colby) if tenure-track and to Paul Greenwood (pggreenw@colby.edu) if for replacement faculty, with copies to Jenny Wood (jhwood@colby) and Bev Boose (bjboose@colby.edu). Communications with prospective applicants may occur only after a position has been posted.
2. A list of suggested ad placement(s) shall be included in the search plan submitted to the Provost's Office with the proposed job ad. The cost of placing the ad in the identified publication(s) shall be included as well. The list of suggested ad placements shall include deadline dates for placement and state whether a line, display or Internet ad is being proposed. Once the Provost's Office has approved the wording and the format of the ad, notification will be sent to the search committee chair and the department/program secretary.
3. All open positions, including those for a single course, shall be posted on the Colby website, subsequent to the approval process, even if it is likely that the position will be filled by someone whom we have employed previously. Normally, there will be a minimum of a 7-day posting prior to offering a position to a candidate. Exceptions to this policy may be granted by the Provost on a case-by-case basis.
4. All line and Internet ads will be placed by the department/program secretary.
5. All tenure-track ads will be placed in diverseeducation.com and hispanicoutlook.com by the Provost's Office.
7. All ads placed by the department/program will require a purchase order number, which may be secured from Jenny Wood. The department/program secretary will be responsible for sending a copy of the ad to Jenny Wood for the College's files.
STANDARD EQUAL OPPORTUNITY WORDING FOR ALL ADS:

Colby is a private, coeducational liberal arts college that admits students and makes personnel decisions on the basis of the individual's qualifications to contribute to Colby's educational objectives and institutional needs. Colby College does not discriminate on the basis of race, color, gender, sexual orientation, gender identity or expression, disability, religion, ancestry or national origin, age, marital status, genetic information, or veteran's status in employment or in our educational programs. Colby is an affirmative action/equal opportunity employer and operates in accordance with federal and state laws regarding non-discrimination. For more information about the College, please visit our website: www.colby.edu
ACADEMIC DEPARTMENT/PROGRAM SEARCH PLAN

NB: This form must be sent (electronically) to the Provost’s Office prior to or when submitting ad copy for approval.

Date:

Department/Program:

Position Being Filled:

Search Committee Members, including outside member:

The Dean's office will place ads on four websites: the Colby employment website, HigherEdjobs.com, diverseeducation.com and hispanicoutlook.com. Any other ad placements are the responsibility of the department/program, and must be approved by the Provost’s Office before placement.

Colby is committed to a proactive policy of recruitment to increase the diversity of all applicant pools. List all ad placements, list-serves, recruitment letters to graduate schools, and other means of disseminating the job ad, for which the department/program seeks Provost approval:

Describe plans for interviewing at professional meetings, conferences, or other professional venues (include meeting[s], dates, location[s]):

Describe potential for involvement of this position with interdisciplinary programs (or any other departments or programs), including plans to engage relevant faculty from those programs or departments in the search process:

Name

Date