Memo

To: Chairs and directors, all academic departments and programs
From: Lori Kletzer
Date: August 19, 2015
Re: 2015-16 Search Guidelines for Tenure-Track, Continuing, One-year and Replacement Searches

The following guidelines are intended to assist you and your colleagues in conducting faculty searches this year. This year’s guidance differs substantially from the past, particularly in regard to developing the applicant pool.¹ In pursuit of our goal of enhancing the diversity and excellence of the faculty, best practice in hiring and recruiting assumes that diversity is one aspect of excellence. Our faculty, and an applicant pool, is not excellent unless it is diverse. This perspective is informed by our commitment to our students and to our educational mission: we must prepare our students for lives in a global and diverse society. A variety of human differences inform our understanding of diversity; e.g., race, ethnicity, gender, gender expression and characteristics, religion, disabilities, sexual orientation.

We are committed to a proactive policy of recruitment to increase the diversity of all applicant pools. 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.

Beyond posting an ad in various venues, you must reach out to identify candidates and encourage them to apply. Searching actively involves:

- At conferences, we look for and talk to promising potential candidates for current and future openings. From potential candidates, get contact information and tell them about Colby. If there is a current search, provide a copy of the ad.
- Send notifications of openings to graduate students or Ph.D.s of color on lists compiled by field-specific professional associations
- Contact chairs of relevant departments, placement directors and directors of graduate study at universities producing the types of Ph.D. candidates we are interested in, including universities producing higher numbers of Ph.D.s of color
- Send the ad to people we know at other colleges and universities and ask them to forward it to anyone who might be interested. Ask them if they know anyone who might be interested
- Send the ad to alumni who are now in graduate school asking them to forward to anyone who might be interested
- Look through programs from recent conferences to find presenters on topics related to our opening, find them online and email the ad.
- Be creative and active to use other means to find great potential candidates and encourage them to apply
- Use our Target of Opportunity (TOP) hiring initiative as a proactive tool. If, mid-search, the search committee becomes aware of, and wants to recruit, an available teacher-scholar, contact the Provost and ask if a shift to a TOP hire might be approved.

¹ This year’s revised guidelines borrow considerably from the faculty search handbooks of Barnard College and Connecticut College.
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 11 of this document and is also available on the Provost/Dean of Faculty website and on the myColby portal at the Provost tab.

There are three important components of the search plan: the constitution of the search committee; the ad or position description; and the electronic and other venues for placing the ad.

Ads cannot be placed without the explicit approval of the search plan by the Provost’s office. Department chairs/program directors with authorized searches have been contacted about the oversight of their tenure-track and continuing search(es). Paul Greenwood will oversee the sabbatical replacement and one-year replacement searches.

Submit your search plans and ads for Lori or Paul (depending on oversight), electronically and in Word format, with copies to Jenny Wood (jhwood@colby.edu) and Bev Boose (bjboose@colby.edu).

Search Committees

All proposed search committee members must be communicated by email to either me or Paul (depending on the oversight). This step must occur prior to the submission of the 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.** The outside member serves as a full member of the committee; they participate in all search committee meetings and in the full process that leads to a decision. Once the potential committee is discussed with me or Paul, it is the committee chair's responsibility to solicit the outside member(s) and invite participation.

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 if desired, and their input should be considered along with that of the faculty search committee members. **Students do not serve as members of search committees.**

Once the committee membership is approved, my office will send a letter of appointment to the outside member(s) with a copy to you.

Search committee responsibilities
- Review the ad before it is submitted as part of the search plan
- Meet with Lori or Paul prior to the beginning of the search
- Actively reach out to find excellent candidates who can be encouraged to apply
- Review the applications (at least two committee members should read each application)
- Decide at each stage which candidates to pursue
- Review appropriate and inappropriate interview questions before interviews
- Interview candidates and attend job talks and teaching presentations
- Help guide students in the search process

Job Ad contents

The ad must include the position requirements, rank, start date, fields and any other aspects of the job such as teaching first-year writing or labs. Clearly differentiate between requirements and preferences. In terms of field and/or area of expertise, make the ad as open as possible to draw a more diverse pool of candidates. One way to do this is to list qualifications as preferences rather
than requirements. Use rolling deadlines instead of firm deadlines for applications, because firm deadlines mean that legally you cannot consider an application that arrives one day after the deadline. Two examples of open or rolling deadlines are: “Review of applications will begin in early [month] and continue until the position is filled,” or “Applications received by [date] will receive full consideration.”

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 and continuing 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 head coach searches, the ad must specify the following: cover letter, resume, three letters of recommendation.

**Equal Opportunity posting language**

The following language must appear in every ad:

*Colby is a private, coeducational liberal arts college that admits students and makes employment 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 Equal Opportunity employer, committed to excellence through diversity, and encourages applications from qualified persons of color, women, persons with disabilities, military veterans and members of other under-represented groups. Colby complies with Title IX, which prohibits discrimination on the basis of sex in an institution’s education programs and activities. Questions regarding Title IX may be referred to Colby’s Title IX coordinator or to the federal Office of Civil Rights. For more information about the College, please visit our website: [www.colby.edu](http://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.

*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.

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.

Creating a large pool of qualified candidates is the single most important step in conducting a successful search. 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.

The department chair should look carefully at the department’s web site before the ad is placed to make sure that the descriptions of all faculty members in the department are accurate. Candidates will look at our websites.

Application acknowledgements

All applications must be acknowledged upon receipt and in a timely fashion. This year, I am suggesting use of a standard acknowledgement letter that also allows for department personalization. This letter is critically important, both as an acknowledgement and as the mechanism for providing a link to the equal opportunity survey form. Please note the use of the title “Dr.” While not every applicant has completed the doctorate, use of this title does not require assumptions about gender.

In the sample letter below, I use the Biology department as an example. The login template is “eeoXXXX,” where the XXXX is specific to department/program. For Biology, the login is “eeoBIOL.”

Dear Dr. Applicant:

On behalf of the search committee for the tenure-track assistant professor position in Biology at Colby College, I want to acknowledge receipt of your application. We are gratified by your interest in our department.

Review of candidate files will begin immediately and will continue until the position is filled. Please be assured that your credentials will receive careful consideration by the search committee. If we need more information or if you are selected for an interview, we will contact you.

Please complete the equal opportunity form located at [http://www.colby.edu/facultyeeo](http://www.colby.edu/facultyeeo). The login is eeoBIOL and the password is survey. The information is received by the College’s Director of Equal Employment Opportunity. On the form, we are asking for two types of information: the first includes the identity groups specified by the federal government, and the second includes information we find
useful in our hiring process. Thank you for taking the time to do this. We are serious in our approach to diversifying the faculty and your assistance in providing this information is important to us.

Sincerely,
Name
Chair, Department of Biology

Narrowing the Applicant Pool

Making the First Cut

The first cut eliminates from the applicant pool those candidates who don’t meet the requirements (e.g., no Ph.D. when one is required; junior rank when the search is for a senior faculty). This cut is made immediately after the rolling deadline in the ad. The search committee chair and one other committee member make this determination; this step does not involve the entire search committee.

After this cut is made, the committee chair notifies Lori or Paul (depending on oversight), by email, with a copy to Jenny Wood. We will be in touch with Cora Clukey, our EEO officer, and she will provide to us the self-identifying information from the candidates who have responded to the affirmative action survey linked to our (standard) acknowledgement letter. This information allows us to determine the diversity in the applicant pool.

Rejection Letter to candidates after the first cut

It is a good practice to notify candidates who do not meet the position’s requirements, as soon as the first cut has been completed. These letters should be short and to the point. Here’s an example:

Dear Dr. ____:

As chair of the search committee to fill the position in statistics that was advertised by the Colby College Department of Mathematics and Statistics, I am writing to let you know that your application has been received and that members of the committee have reviewed it. I regret to inform you that we will not be pursuing further your candidacy because we have determined that you do not sufficiently match the requirements of the position as outlined in our job description.

Thank you for applying to Colby College for a faculty position. I wish you the best in your job search.

Sincerely,

XXX
Search Committee chair

Reading the applications

After the first cut is made, the search committee chair lets committee members know it is time to begin reading applications. All application materials are available online. The goal of this step:

- To select candidates for interviews at the annual meeting or by phone or via Skype. Or, if this preliminary interview step is unnecessary,
- To select 3-4 candidates to interview on campus
- As committee members read applications, all use evaluation criteria that the committee has agreed to up front after discussion
If the pool is small enough, all committee members read all applications. If the pool is large, applications may be grouped, but at least two members read each application.

Special attention should be paid to candidates whose applications were solicited by committee members, to alumni, and to internal (in-house) candidates throughout the process.

**Evaluation Criteria**

Departments and programs should strive to hire individuals who will enhance the strengths of the faculty. The following characteristics should be present in the faculty as a whole:

- Excellence in teaching and scholarship
- Commitment to the liberal arts and to teaching, advising and mentoring our students
- Diversity, especially in terms of historically underrepresented racial and ethnic groups, gender, sexual orientation, gender identity, ability and national origin
- Engagement in the intellectual life of the campus

The characteristics above, plus the position requirements and preferences for the position should be the measure for evaluating candidates. The search committee should discuss all criteria to make sure there is a common understanding.

The table below is a sample evaluation sheet. Please note that it is illegal to use any type of numerical scale for rating diversity. Candidates either bring some type of diversity or they do not.

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**Key:**

1. **Field background (yes/no)**
2. **Ability to teach course 1**
3. **Ability to teach course 2**
4. **Ability to teach course 3**
5. **Attention to issues of gender (yes/no)**
6. **Attention to issues of race/ethnicity (yes/no)**
7. **Ph.D. in hand (yes/no)**
8. **Publications**
9. **Teaching experience**
10. **Promise of excellence in teaching**
11. **Promise of excellence in scholarship**
12. **Commitment to service**
Deciding who to retain in the pool

After all committee members have read the applications, the chair calls a meeting to decide which candidates move to the next stage of the search (screening interviews – the long short list, or on-campus interviews - the short list). All committee members must participate in this meeting.

The list of candidates for preliminary interviews should be reported to the Provost’s office.

Interviews

For all preliminary interviews, the committee should agree on a set of questions to ask each candidate.

Interviewing at the annual meeting

It is important to secure a gracious, neutral location for interviews at an annual meeting. The first choice should be the living space of a hotel suite or a meeting room. Two members of the search committee should be present for all interviews. The number of candidates interviewed at annual meetings usually ranges from about 10 to 30.

Telephone or Skype interviews

The search committee chair works with the department administrative assistant to reserve a room and set up a conference call number or a Skype setup.

It is important that as many committee members participate as possible. The minimum is two.

Introductions should be made at the beginning of the call and each person who speaks should identify his/herself. Phone/Skype interviews typically last 30 to 40 minutes.

Optional Rejection Letter to Candidates excluded by Short list selection

Some search committees let candidates know as soon as they are no longer being considered so that those candidates can move on with their job searches. Other departments prefer to wait and send rejection letters to all but the finalists at the end of the search. If you prefer the early option, here is a sample:

Dear _____:

I am writing in regard to your candidacy in our search for a tenure-track assistant professor of economics. We regret to inform you that other candidates were selected for our on-campus interviews. Our search yielded many exceptional and fully qualified candidates, and we had difficult decisions to make about the finalists.

My colleagues and I are pleased to have had this opportunity to review your credentials and we appreciate your interest in Colby College.

Sincerely,

XXX
Chair, Department of Economics
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.

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.

Salaries

NB: The salary figures given here are best estimates. Actual salaries for 2016-17 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 2016-17 will be hired at the entry assistant professor level. Starting salary for a new Ph.D. assistant professor will be approximately $75,000. Those not finished with the Ph.D. by September 1, 2016 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), $68,000; visiting instructor, $64,000; faculty fellow, $58,000.

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.

When the final candidate is hired

Dear Dr. ____:

I regret to inform you that we have selected another candidate for the faculty position in biology at Colby College. We received XX applications for this position. It has taken the search committee some time to carefully evaluate each application, and we have now filled the position.

I would like to convey my appreciation to you for considering a position at Colby. I wish you luck in your job search.

Sincerely,

XXX
Chair of Biology

Departments should send out rejection letters as soon as they learn of the offer acceptance. For candidates selected as finalists who do not receive an offer, it is best for the committee chair to contact by phone or by email. Finalists should receive a more personal contact than a (group) rejection letter.
ADVERTISING GUIDELINES FOR FACULTY SEARCHES

1. All ads must be reviewed and approved by the Provost or Senior 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 (jwood@colby) and Bev Boose (bboose@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.


6. 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.

REQUIRED EQUAL OPPORTUNITY WORDING FOR ALL ADS:

Colby is a private, coeducational liberal arts college that admits students and makes employment 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 Equal Opportunity employer, committed to excellence through diversity, and encourages applications from qualified persons of color, women, persons with disabilities, military veterans and members of other under-represented groups. Colby complies with Title IX, which prohibits discrimination on the basis of sex in an institution’s education programs and activities. Questions regarding Title IX may be referred to Colby’s Title IX coordinator or to the federal Office of Civil Rights. For more information about the College, please visit our website: www.colby.edu
ACADEMIC DEPARTMENT/PROGRAM SEARCH PLAN

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

A. Name and Date:

B. Department/Program:

C. Position Being Filled:

D. Search Committee Members, including outside member (indicate search committee chair):

E. The Provost's office will place ads on six websites: the Colby employment website, HigherEdjobs.com, diverseeducation.com, diversejobs.net, hispanicoutlook.com, and latinosinhigheered.com. All 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 at this time.

Following the first review date, or rolling deadline, submit a complete list of all ad placements for the position. This list should include every institution that received a copy of the ad.

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

G. 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: