To: Chairs and Directors  
From: Margaret McFadden, Russell Johnson, and Jean Marie Layton  
Date: August 26, 2019  
Re: AY2019-20 Faculty Search Guidelines

Hiring and retaining exceptional teacher-scholars is one of the most important activities we do together. Our values of both inclusion and excellence must be at the core of our efforts, in order to ensure that Colby is a stimulating, welcoming and diverse environment. These guidelines follow the best practices for hiring and recruiting a diverse faculty; our goal is to help you lead searches that will attract a diverse candidate pool and enable you to successfully recruit diverse candidates.

The guidance here makes frequent reference to “women and members of under-represented groups.” It is important to note that our interest in diversity does not end here. We affirm an expansive definition of the meaning of diversity, inclusion, and equity and we seek to realize it in the broadest terms; a variety of human differences inform our understanding of diversity, e.g., gender identity or expression, disability status, veteran status, sexual orientation, religion, economic status and educational background. As the Diversity, Equity and Inclusion Task Force argued in their report: “Working collaboratively with people who are different from us makes us smarter, enhances our creativity, fosters innovation, and better prepares us to live and work in a global society” (p.2). In short, to ensure that Colby continues as an intellectually robust institution it is imperative that we do all we can to attract the best possible colleagues.

This year we have launched a special email for all faculty searches at Colby to help streamline the flow of information. Please use facultysearches@colby.edu when submitting all search documentation for review/approval and for all search-related questions.

Provost Office Search Oversight 2019-20
Margaret: Tenure-track searches in Anthropology/Global Studies, Classics, Economics, English, History, and Psychology

Russ: Tenure-track searches in Mathematics/Statistics and Spanish and all continuing and sabbatical replacement searches
Detailed below are the steps for a successful faculty search.

1. ___ Search Plan submission (including job ad) to facultysearches@colby.edu.
2. ___ Search Committee meets with appropriate Provost/Assoc Provost to review search plan, procedures, and search criteria.
3. ___ Launch search through Interfolio and set up access on Interfolio to your search.
4. ___ Actively recruit the most diverse pool of candidates.
5. ___ Search committee chair and one other committee member make initial evaluations of applicant pool based on meeting the minimum criteria.
6. ___ Notify facultysearches@colby.edu of applicants remaining after initial evaluation. Department administrator can determine the EEO makeup of the pool in Interfolio and submit along with the list of qualified applicants.
7. ___ Chair notifies members of the search committee that it is time to begin reviewing candidates’ applications on Interfolio and sets date to meet to establish a short list.
8. ___ Entire committee meets to determine the short list of candidates who will receive further consideration. Short list submitted to facultysearches@colby.edu with additional EEO information about the smaller pool. Conduct initial interviews.
9. ___ Send list of finalists to interview on campus to facultysearches@colby.edu for approval before contacting candidates for on-campus interviews.
10. ___ Contact facultysearches@colby.edu for permission to make an offer. In that document, the Chair should discuss the deliberative process of the committee.
11. ___ Review additional guidance: Ethics of Communicating with Applicants; and Recruitment Travel Expenses.
INITIATING A SEARCH: CREATING A SEARCH PLAN

Approval of an Academic Department/Program Search Plan is required before the commencement of a search and the placement of ads. There are three important components of developing the search plan: forming the search committee; drafting the position description; and choosing the electronic and other venues for placing the ad.

NB: The information in this form must be sent to the Provost’s Office via facultysearches@colby.edu.

1) Name and Date:

2) Department/Program:

3) Position Being Filled:

4) Search Committee Members, including outside member (indicate search committee chair, all titles, emails):

5) A complete list of all proposed ad placements for the position. Include the expected cost for each proposed ad placement. Colby is committed to a proactive policy of recruitment to increase the diversity of all applicant pools. List all ad placements, listservs, recruitment letters to graduate schools, and other means of disseminating the job ad for which the department/program wishes to seek approval/funding. When the search is nearing completion, it is expected that the department/program will provide the final list of ad placements/contacts.

Note: The Provost's office will place ads on six websites: the Colby employment website, HigherEdjobs.com, recruiters.insiderhighered.com, diversejobs.net, hispanicoutlook.com, and latinosinhighered.com. All other ad placements are the responsibility of the department/program, and must be approved by the Provost’s Office as part of the search plan before placement.

6) Describe plans for interviewing at professional meetings, conferences, or other professional venues (include meeting[s], dates, location[s]): Please note that it is no longer best practice to interview candidates in the living areas of hotel suites. Meeting rooms are preferred.

7) 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.

8) The job ad.

Please submit the above documentation together to facultysearches@colby.edu. The materials will be reviewed by the relevant Provost/Associate Provost. You may not proceed to place the ad until you have received approval from the Provost’s office.
SEARCH COMMITTEE FORMATION AND RESPONSIBILITIES

Search committees play a critical role in shaping our faculty – they are stewards of our future. Individuals recommended for search committee membership should have good judgment and a strong commitment to diversity, equity and inclusion. They should represent different backgrounds, career stages and areas of expertise. If there is a shortage of women and/or members of under-represented groups in your department, use the “outside member” as a way to broaden representation. At the same time, keep in mind that women and members of under-represented groups may face a greater burden of committee service.

Search committees consist of members of the department/program plus at least one faculty member who is not affiliated with the department. 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. The outside member participates in all search committee meetings and in the full process that leads to a decision.

Once the search committee member list is approved, it is the Search Chair’s responsibility to solicit the outside member(s) and invite participation. If your department wishes to include staff members in the search process, please be sure that they are clear on their roles and responsibilities at the outset of the process.

A select group of students should meet finalists and all students can attend on-campus public presentations. Students may provide input to the search committee as desired by the department/program, and their input may be considered by the search committee members, however, students do not serve as members of search committees.

Search committee responsibilities:

- Review the ad before it is submitted as part of the search plan
- Prepare a list of criteria to which the committee can refer as they assess applications
- Actively reach out to find excellent candidates who can be encouraged to apply
- Review the applications
- Review appropriate and inappropriate interview questions before interviews
- Interview candidates and attend job talks and teaching presentations
- Help guide students in the search process
WRITING A GOOD JOB AD

Define the position as broadly as possible, given your search authorization. In terms of technical specification, 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.

Include language in the job ad that signals an interest in candidates who contribute to the College’s diversity, equity and inclusion priorities. For example, “The search committee is especially interested in candidates who, through their research, teaching, and/or service, will contribute to the diversity and excellence of the campus community.” Or, “Colby is interested in candidates who have a record of success advising and mentoring individuals from groups under-represented in higher education.” Or, “Colby is interested in candidates who have research interests in subjects that will contribute to the understanding of diversity and equity.”

Review your ad and ask if the position description will draw candidates who are creative, imaginative and original. Is your ad appealing? Can you contextualize the position in a way that invites candidates to imagine joining your vibrant department/program?

For all academic faculty searches (tenure-track, temporary/replacement, continuing, visiting), the ad must specify the following materials to be submitted via Interfolio: cover letter, curriculum vitae, three confidential letters of recommendation, and a statement of teaching philosophy and research interests that should include evidence of a commitment to the value of diversity and experience with inclusive teaching. 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 head coach searches, the ad must request the following: cover letter, resume, three letters of recommendation.

Colby uses Interfolio to manage the application process. Each of your ads should contain a link to the Interfolio page for your ad. This link will be generated when your administrative assistant sends the approved ad to interfolio. The final ad, with the new link pasted in, should be returned to the search committee chair and to facultysearches@colby.edu for posting.

Communications with prospective applicants may occur only after a position has been posted. Interfolio will send an acknowledgment to applicants, following a standard template.
**PLACING THE AD**

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 administrative assistant, who can begin posting and circulating it to build the pool.

All open positions, including those for a single course, must 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.

The Provost's office will place ads on six websites: the Colby employment website, HigherEdjobs.com, recruiters.insidehighered.com, diversejobs.net, hispanicoutlook.com, and latinosinhighered.com. All ads placed by the department should be done in consultation with the Provost's office.

**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

Please note that this language is pre-programmed into ads placed on Interfolio.
EVALUATION CRITERIA

Once the ad has been placed on Interfolio and before the search committee starts to evaluate candidates, it is important for the committee to establish agreed-upon evaluation criteria.

Criteria should be chosen based on ability to predict the future success of the applicant. It is important to adhere to these criteria and in a standard form to minimize bias in the deliberation process.

Departments and programs should strive to hire individuals who will enhance the strengths of the faculty. The search committee should discuss all criteria to make sure there is a common understanding. We encourage you to create criteria that help the search committee members “think outside the box,” when evaluating candidates. We are accustomed to evaluating candidates in terms that are familiar to us or comport with the ways we were trained, so developing such criteria may be challenging, but it’s important that we consider taking some risks while maintaining a commitment to excellence. Evidence of an ability to teach and advise a diverse student body should be understood as a crucial component of a successful application.

We offer the following list as a sampling of basic criteria (5-6 is optimal):
- Field background (yes/no)
- Ph.D. (or relevant terminal degree) in hand (yes/no)
- Ability to teach course(s) 1, 2, 3
- Teaching experience
- Promise of excellence in teaching
- Potential (demonstrated ability) to teach/mentor diverse students
- Potential for (evidence of) scholarly impact
- Potential for (evidence of) research productivity
- Publications
- Fit with department priorities

Please submit the criteria for your search to facultysearches@colby.edu for review/approval by the Provost’s office.
ACTIVE RECRUITMENT AND THE APPLICANT POOL

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. We 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 most successful searches involve well-organized department-wide efforts that extend beyond publishing an ad and evaluating responses to the ad. Our 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.

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:

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 or candidates from other under-represented groups.

soliciting nominations from others in the discipline who might be in a position to identify strong candidates

making personal phone calls or sending personal email messages as part of a strategic outreach to connections in the discipline

becoming aware of resources provided by your disciplinary professional societies

Look for and talk to promising potential candidates for current and future openings at conferences. 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

Send the ad to people you 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 your opening, find them online and email the ad.

Use our “Opportunity 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 an opportunity hire might be approved.

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.

**MAKING THE FIRST EVALUATION**

The first evaluation 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 member). This is completed 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.

It is a good practice to notify candidates who do not meet the position’s requirements as soon as the first evaluation has been completed. You may communicate via Interfolio. These letters/notes should be short and to the point. Please note the recommended use of the title “Dr.” While not every applicant has completed the doctorate, use of this title does not require assumptions about gender.

For example:

*Dear Dr. Applicant:*

*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 your candidacy at this time. Thank you for applying to Colby College for a faculty position. I wish you the best in your job search.*

*Sincerely,*

*Search Committee chair*

**EEO INFORMATION**

After the first evaluation is made, the committee chair provides a list of those remaining in the pool to [facultysearches@colby.edu](mailto:facultysearches@colby.edu). Your department administrator should also provide a summary of the demographic makeup of the candidates who have responded to the EEO survey. This information allows the committee to determine the diversity of the applicant pool and to suggest whether further recruiting is required.
REVIEWING THE APPLICATIONS

After the first evaluation, the Search Committee Chair should notify committee members that they may commence reviewing applicants via Interfolio to select candidates for preliminary interviews.

As committee members read the applications, they should use the evaluation criteria that the committee has developed and agreed to. They should spend sufficient time reviewing applications (15-30 minutes per candidate) in order to decrease the likelihood of arriving at biased judgments. Typically, each candidate should be rated from 1 (weakest) to 5 (strongest) on each of the criteria, by each member of the search committee.

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 must read each application.
DECIDING SHORT-LIST POOL AND INTERVIEWING

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. All committee members must participate in this meeting. Once a short list has been developed, your department administrator should send the list, along with the EEO information about the smaller pool, to facultysearches@colby.edu for approval. Normally, the short-list has approximately 10 to 30 applicants on it.

Search committees can minimize evaluation bias is if they interview more than one woman and/or under-represented minority candidate. Research indicates that interviewers evaluate women and under-represented minorities more fairly when there is more than one in the interview pool. When there is only one woman or under-represented minority, s/he is far less likely to succeed than women or minorities who are compared to a diverse pool of candidates, probably because of the heightened perceived salience of his or her race or gender.

Consistent with Colby’s 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, s/he 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). At the same time, understand how alienating and stressful it can be for an internal candidate to go about her/his professional duties in the department without any sense of where they stand. You can keep them apprised in a professional manner that does not compromise the integrity of the search process.

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 summaries or other evidence of teaching evaluations from ALL candidates. All candidates must be assessed on the same information. Because at least the chair has probably already viewed teaching evaluations of the internal candidate, it is good practice to request evaluations from all applicants if you have an internal candidate.
SHORT LIST SCREENING INTERVIEWS

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

SHORT LIST SCREENING INTERVIEWS AT AN ANNUAL MEETING

It is important to secure a gracious, neutral location for short list screening interviews at an annual meeting. Best practice should be a meeting room if you are at a national conference. Two members of the search committee should be present for all short list screening interviews. The number of candidates interviewed at annual meetings usually ranges from about 10 to 30.

TELEPHONE OR ZOOM/SKYPE SHORT-LIST SCREENING INTERVIEWS

Ideally, all candidates would be interviewed in the same context: either in person or via Zoom/Skype. There is increasing research that suggests that online interviews are less biased than in-person, so long as everyone in the pool is interviewed this way.

Should Zoom/Skype be the preferred method, the search committee chair works with the department administrative assistant to reserve a room and set up a conference call number or a Zoom/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 her/himself. Zoom/Skype interviews typically last 30 to 40 minutes.

Some search committees let the short list preliminary interview 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 Dr. Applicant:

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,
Chair, Department of Economics
ON-CAMPUS INTERVIEWS

For all faculty searches, tenure-track/continuing or visiting, the proposed finalists must be approved in advance. You must submit candidates’ curricula vitae and cover letters to the Provost’s office via facultysearches@colby.edu 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 ensure that the search is successful). For replacement positions, typically two candidates are brought to campus for interviews.

On-campus finalist visits are opportunities for candidates and department faculty to learn about each other as potential colleagues. Ideally, candidates will have positive experiences, be able to present themselves well and gather the information they need to determine if Colby will be a good fit.

Develop the visit schedule in advance. Consider whether it is beneficial to include staff colleagues or faculty colleagues outside the department. Potential new colleagues might want to meet people somewhat more broadly across campus. If the schedule doesn’t allow the addition of individual or group meetings, think about broader invitations to the presentations. Before finalizing the schedule, make sure to contact candidates about any accommodations they might require, such as dietary restrictions and/or physical access needs. Ensure that the schedule is not so tightly packed that there is no time for breaks or prep time before job or teaching talks.

Candidates should receive the schedule in advance with clear instructions about any presentation they are asked to give. Candidates for tenure-track positions, and for continuing three-year positions, should have a 30-minute meeting with the relevant Provost/Associate Provost.

All interviewers on the schedule should be provided with a copy of the candidate’s CV and the full schedule. It is best if department members accompany candidates between interviews, rather than asking the department administrative assistant or asking the candidate to walk unaccompanied.

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 and will be charged to your department/program. The reimbursement limit for meal expenses, per finalist, is $200.
**DOCUMENTING THE SEARCH**

Maintaining a clear record of the deliberative process of the search committee, and of its interactions with candidates is very important. We suggest the following:

- Maintain records of search committee meetings (ask a scribe to take notes).
- Maintain records of standard questions and protocols that were used for preliminary (Skype or conference) interviews.
- Ensure that documentation captures rationales for search committee decisions and recommendations.
- Maintain full documentation of evaluation criteria and decisions based on those criteria.

**MAKING AN OFFER**

Before an offer can be made, the search committee chair must submit an Offer Request that includes the following:

1. The finalist to whom you would like to make an offer. Please also indicate whether the committee would offer the position to others on the list should the first-choice candidate decline Colby’s offer.

2. The rationale for choosing a particular candidate(s) over the others on the finalist list. Please include a brief summary of the deliberative process used by the search committee to reach its recommendation.

Offers of employment may not be made until the Offer Request has been submitted to facultysearches@colby.edu and permission has been granted by the Provost or Associate Provost to proceed with the offer. Once approved, the search committee chair makes the offer to the candidate. Our strong preference is for offers to be made by telephone, with an email follow-up with offer details.

**When the final candidate is hired – communicating with the other finalists**

Departments should send out notification letters as soon as the offer has been accepted and finalized. For candidates selected as finalists who do not receive an offer, it is best for the committee chair to contact them by phone (preferable) or by email. Finalists should receive a more personal contact than a (group) rejection letter.

*Dear Dr. Applicant:*

*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,
Name
Search Committee Chair

We are 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 us know if you have any questions about this process, and please do not hesitate to contact us.

THE ETHICS OF COMMUNICATING WITH CANDIDATES

Making the position known, through advertising or professional networks, marks the beginning of communications with potential candidates. Ensuring that all department faculty and staff are courteous in exchanges with applicants is an important way to demonstrate our values of collegiality and respect. Responding promptly and with courtesy to all correspondence is important.

Women and under-represented minority candidates, like all candidates, wish to be evaluated for faculty positions on the basis of their scholarly credentials. Subtle or overt indications that other characteristics, such as gender and race, are being used to evaluate will not be appreciated and will cause your active recruiting efforts to backfire. Women candidates and candidates of color already realize that their gender or race may be a factor in your interest in their candidacy. It is absolutely critical that all contacts with all candidates focus on scholarship, teaching performance and/or potential and their potential academic role in the department and at the college.

RECRUITMENT TRAVEL EXPENSES

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), the Provost’s office will pay for travel for one committee member's trip in full; alternatively, two committee members can each apply for professional travel funds up to $1000 and the office will cover reasonable travel expenses beyond $1000.