

RECRUITMENT AND HIRING OF TENURE-STREAM FACULTY

I. Authorization to Recruit

A note on timing: The DAC does not meet regularly between May and late August and therefore does not authorize searches during the summer months except in unusual circumstances. Departments hoping to receive authorization to search in a given year, if they wish to place ads and initiate mailings, *etc.*, before September 15, should have concluded the Authorization to Recruit steps A. through E. below, by April 15th of the preceding year.

- A. Once the dean of faculty's office has determined that a search can go forward, the department or search chair meets with the associate dean and the vice president for diversity to discuss general hiring procedures, the recruitment plan, interviewing procedures, and the record-keeping process. (See III. below.)
- B. In consultation with the department and the division director, the department or search chair completes the Recruitment of New Faculty Authorization Form¹ including the proposed advertising copy and a one-page recruitment plan and then forwards them to the division director, vice president for diversity, and associate dean of the faculty along with supporting information as described in the Guidelines for Tenure-Stream Requests. (See note 1 below.)
- C. The department or search chair, division director, vice president for diversity, associate dean of the faculty, and dean of faculty meet to review the request. Before the request is forwarded to the DAC for approval, changes may be suggested.
- D. All materials are then forwarded by the associate dean of faculty to the DAC for review and formal approval of the search.
- E. Following final approval, the division director will notify the department or search chair that the search may commence. Copies of all materials are submitted to the assistant to the provost so that the advertisement may be placed.

II. Advertising

The dean's candidate expense account will cover reasonable costs associated with advertising the position. In most instances, advertisement in a single issue of one to three journals should be sufficient. Procedures are as follows:

- A. *All* advertising, even if it is free, should be processed through the assistant to the provost (103 McGregory Hall, ext. 7217).
- B. The department should email a copy of the approved advertisement to the assistant to the provost along with the publication address and deadline for placement.
- C. Please provide email addresses and/or website information. Many disciplines now have electronic bulletin boards or listservs. These provide additional opportunities for job listings at low or zero cost. We encourage individual departments to explore and take advantage of the internet in this respect.
- D. The dean's office will also post the advertisement of faculty positions on Colgate's web pages as well as with Upstate New York Higher Education Recruitment Consortium (HERC), HigherEdJobs.com, and Academic Careers. The ads can be found from links on the Human Resources Employment Opportunities page, from the Affirmative Action page, the dean of the faculty page, or directly at <http://offices.colgate.edu/hr/faculty.htm>.

¹Forms mentioned throughout these procedures can be obtained from the administrative assistant to the associate deans of faculty and to the dean of diversity or from the dean of faculty website > current faculty > information for department chairs and program directors > searching and hiring.

III. Documentation of Search

The search should be systematically and carefully documented from the start. Doing so considerably simplifies the records that need to be produced in the final stages of the search and at its conclusion.

Self-identification questionnaires will be provided by the office of the vice president for diversity and should be enclosed in an initial acknowledgment letter to candidates. Please use the following wording—without further comments—in a separate paragraph in this letter: *Please complete the enclosed questionnaire and return it to the dean for diversity at Colgate in the envelope provided.* These questionnaires cannot substitute for your own records of the search, but they allow self-identification of members of targeted groups and provide some data useful for documenting our candidate pools and the effect of efforts to enhance them.

Some search committees employ an initial screening stage by a subset of committee members to identify candidates of interest to the full committee. In such cases criteria and methods used for screening dossiers should be explicitly discussed and agreed upon in advance by the full department.

The following instructions pertain to the necessary recordkeeping for documentation of the search. The dossiers of all candidates must remain on file within the department for at least two years. They should have attached to them a record of the consideration of each application received.² Although chairs of search committees may choose to elaborate on the following, the minimum record that is needed for each applicant (the long list) consists of a one-page information sheet maintained with each dossier indicating his or her name, current position, educational background, and reason the candidacy was or was not pursued. (The latter can be simple and straightforward, e.g., ‘Did not complete file,’ ‘Subfield expertise does not match position requirements,’ or ‘Candidate’s qualifications markedly below those of top candidates.’ It is best to avoid invidious comments on these forms, since all could become part of an immigration submission.) In addition, for the short list of semi-finalists, generally a dozen or so candidates, it is important to maintain written notes on the process used by the department to determine those to be interviewed on campus. Such notes should summarize the department’s judgment of the strengths of individual candidates relative to the job description.

Please also note that in making the hiring decision there is no reason to be concerned about visa status. The associate dean of the faculty will process the paperwork that the government requires for labor certification. Recent applications have been successful.

IV. Preliminary Interviews of Semi-finalists (the Short List) and Departmental Representation at Professional Conferences

- A. The search committee begins by undertaking a first screening to identify from the applicant pool a “short list” of 12 – 15 semi-finalists who will be considered in greater depth. It is critical that care be taken in this first screening to maintain diversity and subfield coverage in this group, so that final hiring options are not curtailed already at this point.

After the search committee has agreed on a tentative short list of candidates to be interviewed (either at a professional conference or via telephone interviews), a meeting is scheduled to discuss the procedures that have been followed by the committee and to obtain approval for the list. This meeting will include the chair of the search committee, the dean for diversity, the division director, and the associate dean of the faculty. The purposes of this meeting are

- (1) to confirm that the candidates to be interviewed meet the specifications of the position description;

² This information is necessary in the event that the search yields a successful candidate who is neither a U.S. citizen nor a holder of permanent resident status in the United States (i.e., has a “green card”). The information outlined above provides the basis for Colgate to petition on behalf of the candidate or the new faculty member for labor certification which, for most nonresident aliens, is one step in the process of obtaining permanent resident status. It is currently Colgate’s policy to pursue labor certification for faculty on temporary immigration visas who are hired in tenure-stream positions.

- (2) to discuss the committee's screening of the applicant pool (search chairs should be prepared to describe the pool in terms of the number of applicants and the number of women and members of protected groups identified by the search committee and to explain, in summary, the reasons for decisions concerning each candidate they wish to interview);
 - (3) to share with the search chair the statistical information about the applicant pool that has been collected through the self-identification forms. (See III. below.)
- B. If interviewing of selected candidates at a professional conference is appropriate in the field, the dean of the faculty's office will approve one or two department/program representatives to attend professional conferences for the purpose of full-time interviewing of candidates for each tenure-stream position. Expenses covered by the dean's office include appropriate travel and lodging as well as the university travel guidelines for meals (pp. 98 ff. of the *Faculty Handbook*). If interviewing of candidates at professional conferences is not typical in the field, the search committee should undertake telephone interviews of the semi-finalists. Preferably all, but at least two, members of the search committee should be present for each telephone interview.

Whether interviewing at a conference or by telephone, careful notes should be taken for each interview.

V. Procedures for Invitations to Campus Interviews

- A. Based on the results of the interviews of candidates on the short list and on the overall search criterion, the search committee, usually in consultation with the full department or program, will determine the finalists to be interviewed on campus. This list should be submitted for approval by the division director, associate dean of faculty, and the vice president for diversity. A meeting with all of the above may be requested by the chair of the search committee at this point to expedite approval of the list and to discuss arrangements conducting the on-campus interviews.
- B. Number of candidates to be interviewed on campus: three
- Exceptions to this limit must be approved by the dean of the faculty.
- C. Dossiers of candidates invited to campus should include application cover letters, resumes *and* letters of recommendation. They should be sent at least two days in advance of the campus visit to
- (1) the dean of the faculty (whether or not he/she interviews them),
 - (2) the associate dean of faculty
 - (3) the dean for diversity (for all candidates), and
 - (4) all other scheduled interviewers.
- D. Candidates invited to campus should be interviewed by
- (1) the associate dean of the faculty along with the dean of the faculty, when possible,
 - (2) the division director,
 - (3) the department chair, interviewing department members (and concentrators [recommended, not mandatory]),
 - (4) the director of university studies or the director's designate,
 - (5) a representative of the office of diversity

In order to present the fullest examination of opportunities for faculty of color, the ALANA faculty and staff have suggested that they are willing to make time for one or two of their representatives to have a supportive conversation with ALANA/minority candidates, if that would be helpful to the candidate and the process. This could take place quite casually, *e.g.*, over coffee or a meal. The vice president for diversity will arrange for this meeting but asks the department to suggest a time for this conversation, remembering that it is possible for candidates to stay a second night if necessary.

VI. Expenses Covered for Invited Candidates

Reimbursement may be cleared through assistant to the provost by submitting the *original* receipts with a *completed disbursement voucher* indicating which candidate is involved. Please note that *only* the original customer's airline or train receipt and the dates of their visit will be accepted.

A. Travel Expense

Full reimbursement for U.S. travel. Use economy rate when possible.

- (1) Train or plane: Candidate must submit customer's receipt (not a photocopy) for reimbursement. Please note, however, that BTI or AAA Travel should be used whenever possible; thus these expenses will be charged directly to the University. If after checking with BTI or AAA, a more economical price is found elsewhere, reimbursement will be made after the trip has taken place and upon presentation of original copies of the airline or train tickets [BTI, The Travel Consultants (800-472-7447), or, AAA Travel (800-222-9192) for all airline or train travel arrangements].
- (2) Car: mileage plus tolls. No car rentals are reimbursed from home to campus unless car rental is less than economy air or train fare.
- (3) Limousine service or car rentals: from airport to campus and return.

B. Accommodation

One night at the Colgate Inn or Wendt University Inn. A second night may be arranged *if* the division director approves in advance for the purpose of affirmative action and/or to accommodate the candidate's travel schedule. Overnight accommodations only will be covered for the spouse should he/she wish to accompany the candidate to Hamilton. (The division director will inform the dean of the faculty's office of exceptions to the one-night stay.)

C. Food Expense

Meals for the candidate and a specified number of on-campus interviewers (receptions are not covered):

- (1) Candidate and two Colgate representatives per meal.
 - (2) Meals served at home (small groups only) reimbursed on presentation of grocery receipts needed.
- D. No university funds may be used for travel or entertainment expenses of candidate's spouse and/or children (except in rare circumstances with the prior approval of the division director; the division director will so inform the dean of the faculty's office).
- E. The cost of entertaining applicants at conventions is not usually covered by Colgate. Discuss special needs with the division director, who will inform the dean of the faculty's office of any changes.

VII. Authorization of Verbal Offer and Hiring Letters

- A. The associate dean of the faculty discusses salary and moving expense support with each candidate during his or her on-campus interview. The division director, in consultation with the associate provost, discusses details of any start-up funds with the candidate in cases where laboratory facilities or equipment are a part of the hiring offer. Please note that all new tenure-stream faculty receive a computer package.
- B. When all interviews are complete, the search committee determines their hiring recommendation(s) and reports it (them) to the associate dean of the faculty, the Division Director, *and* the vice president for diversity, all of whom must approve the offer going forward.
- C. Upon receipt of approval from these three individuals, the department chair contacts the candidate to make a verbal offer. Chairs should be ready to address any questions candidates have concerning teaching assignment and other responsibilities but are not authorized to negotiate the terms of the offer. For reasons of equity, terms of offers are rarely altered; reasons to consider doing so must be discussed with the associate dean of the faculty.
- D. Chairs should notify the assistant to the provost when the verbal offer has been accepted, at which point the contract letter will be prepared for mailing.
- E. If the offer is not accepted, the search committee should reconvene to prepare a recommendation either to cancel the search, to pursue a candidate already interviewed on campus (following procedures from VII. B. on), or to pursue candidates in the pool but not yet interviewed on campus (following procedures from V. A. on).

VIII. Affirmative Action Recruitment Report

An Affirmative Action Recruitment Report must be filed with the diversity office. (See note 1 above for information on how to obtain the form.)

IX. Report to the Dean of the Faculty

The department or search chair should send a brief letter to the dean of the faculty reviewing the process, assessing the search, reporting on the level of success in getting our top candidates, reasons given if we were not successful, where our top candidates went, and any other pertinent information for the dean. A brief bio of the candidate(s) hired should be included. This report is needed for various annual reports and introductions of new faculty. It is expected that this report will be submitted within two weeks of the conclusion of the search and independently of the department annual report, but it may also be repeated as an appendix in the latter.