Memorandum
To: Department Chairs, Program Directors, Division Directors
From: Lyle Roelofs
Subject: Recruitment and Hiring of New Faculty: 2004-05 Hiring Procedures

Many departments are now beginning searches for new faculty members, and as this critical aspect of our enterprise goes forward, I am writing to underscore our procedures for assuring equal opportunity and affirmative action. Marilyn Rugg, our Associate Dean for Affirmative Action and Employment Initiatives, will present the annual Affirmative Action report at the December faculty meeting, which will provide helpful context for the continuing importance of concerted effort in this area. Please note also that as part of the Northeast Consortium for Faculty Diversity, we will be appointing one or two graduate students as dissertation scholars next year.

In an accompanying memorandum, Lyn explains how to access the full text of our current EO/AA plan electronically and in hard copy.

We are looking at approximately ten tenure-stream searches this year, which will provide us with an opportunity to build on the successes of recent hiring. Continued energetic efforts to develop our applicant pools, especially in terms of representation of ALANA groups, should help in expanding our initiative and success at hiring minority and female candidates.

By establishing a starting salary of $59,000 for those with a Ph.D. and $55,000 for those without, we emphasize the competitiveness of our compensation. Salaries are generally nonnegotiable, but we will try to match offers from comparable institutions for tenure-stream candidates. We expect to be at or near the top of our peer group for starting salaries.

I am enclosing the “Guidelines for Recruitment and Hiring of New Faculty,” issued annually by my office. The “Hiring Steps” approved by the faculty as part of the Equal Opportunity Plan should also be reviewed. The essential steps from the EO/AA Plan have been underscored in these guidelines from my office, but without the fuller explanations found there. Please share this document with persons in your departments who manage or organize aspects of hiring (chairs and members of search committees and administrative assistants). Please note that Colgate’s policy is that those tenured and tenure-stream faculty who will no longer be teaching at the end of 2004-05 (e.g. those
faculty whose contract ends, who are resigning, retiring, or relinquishing tenure) should
not be formal participants in searches.

I am grateful for your extra efforts toward affirmative action recruitment. We
clearly enhance our students’ excellent education when we provide them with a richly
diverse community. Thank you for your cooperation with the enclosed procedures.

cc: Rebecca Chopp
    David Hale
    Trish St. Leger
    Jill Tiefenthaler
    Faculty Committee on Affirmative Action Oversight
RECRUITMENT AND HIRING OF NEW FACULTY

I. Authorization to Recruit

Authorization Forms and Advertising Copy

A. Obtain form from Diane Beach (105 McGregory Hall, ext. 7220).

B. Chair completes the form and advertising copy then forwards them to the Division Director for approval.

C. Division Director forwards the approved form and advertising copy to the Associate Dean for Affirmative Action and Employment Initiatives (ADAA/EI).

D. ADAA/EI forwards the approved form and advertising copy to the Associate Dean of the Faculty. Tenure-stream positions will be reviewed by the D.A.C.

E. If approved by all of the above, copies will then be sent to the Chair, Division Director, and ADAA/EI informing each of the nature of the position and search authorized; the position may then be advertised.

II. Advertising

The Dean's candidate expense account will cover reasonable costs associated with advertisement of position. In most instances, advertisement in a single issue of one to three journals should be sufficient. Expenditures should normally be less than $500. Procedures are as follows:

A. All advertising, even if it is free, should be processed through Helen Payne (103 McGregory Hall, ext. 7217).

B. The department should e-mail a copy of the approved advertisement to Helen along with the publication address and deadline for placement.

C. Please provide telephone numbers (including FAX), e-mail 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. 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

III. Departmental Representation at Professional Conferences

The Dean of the Faculty’s office will approve at most two department/program representatives to attend professional conferences for the purpose of full-time interviewing of candidates for each tenure-stream position. The Dean of the Faculty’s office will normally fund one representative for term position recruiting. Those expenses covered by the Dean’s office include appropriate travel and lodging as well as the university travel guidelines for meals (p. 98 of the Faculty Handbook—up to $40 [$5 breakfast, $10 lunch, $25 dinner] per day receipted or up to $25 [$4-$6-$15] per day unreceipted. In addition, departments should submit their interview list to the ADAA/EI before the conference, where possible, otherwise it should be submitted upon return from the meeting.
IV. Documentation of Search

Members of the search committee must maintain notes on all persons applying for the position. (These records/notes should also include records on those interviewed at professional meetings.) For those applicants whom the committee does not consider for an interview, it is important to maintain written notes on the reasons each was not pursued. The curriculum vitae of all candidates should also remain on file within the Department for at least two years. Chairs of search committees might consider developing a one-page information sheet on each candidate indicating his or her name, current position, educational background, and reasons the candidacy was or was not pursued. 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.

Please also note that in relation to making a hiring decision about the very best tenure-stream candidate for the position, there should be no reason to be concerned about the process of labor certification. The Associate Dean of the Faculty will process the paperwork that the government requires for labor certification. Recent applications have been successful.

Self-identification questionnaires are available from the Affirmative Action Office (Diane Beach, ext. 7220) and should be enclosed in your initial acknowledgment letter to candidates. We encourage you to use the following wording—without further comments—in a separate paragraph in this letter: Please complete the enclosed questionnaire and return it to the Associate Dean for Affirmative Action 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 might provide some data which encourages us to look more closely at our candidate pools. The questionnaires normally are returned to the Affirmative Action Office. Consult about them by calling the ADAA/EI.

V. Procedures for Invitations and Interviewing

A. List of Candidates to be invited to campus should be cleared with
(1) The Division Director—checking whether affirmative action goals are met and raising questions about any potential problems regarding candidacy of anticipated invitee, and

(2) The Associate Dean for Affirmative Action and Employment Initiatives (Marilyn Rugg)—to discuss your screening of the applicant pool (number of applicants, women and minorities, etc.) and your plans for on-campus interviews.

B. Number of Candidates to be interviewed on campus: three

(1) Tenure Stream—exceptions must be approved by the Division Director, in consultation with the Dean of the Faculty's Office, and the ADAA/EI.

(2) Short Term—if fewer than three, must be approved by the Division Director, in consultation with the Dean of the Faculty’s Office, and the ADAA/EI.

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 Provost and Dean of the Faculty (whether or not he interviews them)

(2) The Associate Dean of the Faculty (whether or not she interviews them)

(3) The Associate Dean for Affirmative Action (for all candidates)

(4) All other scheduled interviewers
D. Candidates invited to campus should be interviewed by

(1) Associate Dean of the Faculty—tenure-stream, Category I, and multi-year positions only. [The Dean of the Faculty normally joins these interviews for part of the time, schedule permitting.] Candidates for one-year, one-term or Category II positions are not interviewed in the Dean of the Faculty’s office unless specifically requested by the Division Director;

(2) Division Director;

(3) Department Chair, interviewing department members (and concentrators [recommended, not mandatory]);

(4) Director of University Studies or the Director’s designate—all tenure-stream positions; term candidates who may teach in Core or an interdisciplinary program should meet with the appropriate Core UP or program director;

(5) Associate Dean for Affirmative Action—for all candidates for tenure-stream and Category I positions, and only women and minority candidates for term positions of one year or more. The purpose of this interview is to allow a non-evaluative, supportive conference within which questions can be asked which candidates might not want to pursue with those who vote on their candidacies. [For example, candidates might wish to seek advice from the ADAA/EI with regard to employment opportunities for spouses/life partners.]

Comment: 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, etc. The Associate Dean for Affirmative Action 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 Helen Payne 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**

(1) All tenure-stream and term candidates—full reimbursement for U.S. travel. Use economy rate when possible.

(2) **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 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].

(3) **Car**—$.375 per mile plus tolls (no car rentals are reimbursed from home to campus unless car rental is less than economy air or train fare).

(4) **Limousine Service or Car Rentals**—from airport to campus and return.
B. Housing Expense

One night at the Colgate Inn; a second night may be arranged if the Division Director approves in advance, based on affirmative action and/or travel scheduling needs. 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

(1) Candidate and two Colgate representatives per meal.

(2) Grocery receipts needed for reimbursement for meals served at home or host/hostess (small groups only).

(3) Lunch at Merrill House with up to three department members.

Special rules apply to alcoholic beverages. Reimbursement is limited to the cost of one drink per person and moderation with respect to the cost of wine is expected.

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—Division Directors 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 Division Director (Division Director will inform the Dean of the Faculty's Office of any changes).

VII. Authorization of Verbal Offer and Hiring Letters

Salary and moving expense offers are made by the Associate Dean of the Faculty or Division Director at the time of the on-campus interview. Verbal job offers should not be made until they are cleared with the Associate Dean of the Faculty, the Division Director, and the Associate Dean for Affirmative Action. Chairs should notify Helen Payne when the verbal offer has been accepted, at which point the contract letter will be prepared for mailing. Start-up funds—the Division Director will discuss details 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.

VIII. **Affirmative Action Recruitment Report**

File Recruitment Report with the Associate Dean for Affirmative Action and Employment Initiatives—call Diane Beach, ext. 7220 for up-to-date copies.

IX. **Report to the Dean of the Faculty**

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, etc.

*Thanks for your attention to these procedures.*