

**Search Committee Procedures
Lewis & Clark College
College of Arts & Sciences**

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INTRODUCTION

The following document has been prepared to assist you in conducting faculty searches. Our search procedures have evolved over the past decade, and have now reached a high degree of regularity and rationalization in practice. This document sets out in detail the specific processes that ought to guide search committees and their support staff in conducting searches.

The procedures outlined here are to be regarded as “guidelines,” meaning that certain regularities in procedure are appropriate, but also that deviations can and must occasionally occur in practice, depending upon the specifics of each search. The document should be read with care by search committee chairs **prior to** the beginning of any faculty search. The Chair, in turn, has the responsibility of ensuring that each committee member understands the procedures, either by outlining the contents of this document to the members at the first meeting of the committee, or by distributing relevant sections of this document to the members. All support staff involved with faculty searches must also be familiar with these guidelines. Any faculty or staff member asked to screen and comment on the qualifications of applicants or to interview candidates but who is not a member of the search committee should also become familiar with this document.

Confidentiality

Confidentiality is paramount in a well-run search. The best candidates may be employed when they hear about opportunities at Lewis & Clark. Since the College does not wish to compromise the candidate’s current employment status, all members of the search committee and support staff must adhere to these confidentiality protocols:

1. Do not discuss the search or the status of candidates with anyone outside of the search process. Direct all inquiries concerning the search to the Dean of the College.
2. Be a responsible custodian of all search related documents, records and information. This means keeping information related to the search in secure places, such as an administrative office, when these documents are not in use. Please do not leave the files in common areas for committee members to read.
3. If you discover that confidential information related to the search has been compromised, you must contact the Search Committee Chair or the Dean of the College immediately.

SEARCH PROCESS OUTLINE

1. Department submits position request during Spring Semester
2. Position request approved and department develops plan for recruiting a diverse pool
3. Advertisement and diversity recruiting plan submitted to Associate Dean and Dean of the College.
4. Advertisement is placed in selected publications
5. Search committee selected and approved by the Associate Dean in consultation with the department and approved by the Dean.
6. Applications are received, support staff acknowledges receipt including request for candidate to fill out Voluntary Information form (email is an acceptable method)
7. Search committee reviews files and selects top candidates
8. Search committee conducts preliminary interviews with at least the top five to ten candidates at professional meetings or by telephone.
9. Search committee ranks and recommends the top candidates to the Dean of the College
10. Search Committee Chair submits report on the committee's diversity initiatives
11. Dean of the College approves recommendations of the search committee.
12. Chair of Search Committee invites candidates to campus; requests that finalists submit background check authorization and notifies HR of candidate names
13. The Search Chair and support staff take care of all visit details, transportation, lodging, and schedule interviews
14. Search Committee, in consultation with members of the department, makes a hiring recommendation to the Dean of the College, Chair notifies HR to activate background check.
15. Human Resources conducts a background check on the recommended candidate
16. Dean negotiates job offer with the candidate
17. Once new hire is made, notification is sent to all remaining candidates
18. New hire orientation, office preparation and other details done by department and CAS

RECRUITING OVERVIEW

A. Faculty Search Procedures

Recruiting is conducted once the position request has been approved. Steps include:

- Developing a plan for recruiting a diverse pool
 - Advertising
 - Selecting search committee
 - Handling of search file materials
 - On-campus interviewing of candidates
- Prior to receiving authorization to advertise, search chairs must submit to the Associate Dean a plan for diversifying the pool and receive approval from the Dean's Office. Authorization to advertise will not be granted until an acceptable plan has been received.
- See Caroline Sotello Viernes Turner's *Diversifying the Faculty* (2002) for more help in developing a recruiting plan, and a checklist in Appendix A: Recruiting Plan for Generating a Diverse Pool to use in reporting the plan for your search. We suggest that each search (a) contact minority groups within professional associations to inform them of faculty position openings; (b) contact department heads at targeted universities (which might include predominantly black and minority universities that offer doctorates) to inform them of the position; and (c) enlist the personal contacts and connections of the entire department in an effort to attract a more diverse pool.
- Document all methods to attract a diverse applicant pool – phone call to colleagues, etc. Keep a log of all *ad hoc* efforts to attract diversity candidates. It is the responsibility of the Chair of the Search Committee to ensure that these efforts are reported in a summary of diversity-related activities that will be required by the Dean of the College prior to authorizing invitations to campus. **No candidate will be invited to campus unless the search committee can demonstrate a robust effort to increase the diversity of the pool.**
- Faculty members may recruit at professional conventions or meetings. If this is not possible, it is recommended that top candidates be interviewed by the Search Committee via audio conferencing. In this case, the department admin may need to schedule the interviews and arrange for speakerphone setup.
- The Equal Opportunity Officer (EOO) will attend the first meeting of the search committee to outline for the whole committee critical search protocols, including diversity initiatives, “dos and don'ts” of interviewing, and record-keeping requirements. The Officer should also play a role during the construction of the short list, when the committee selects candidates to be brought to campus. Equal Opportunity Officers may be invited to the meeting when the short list is constructed, or, if schedules do not permit, should confer with the chair on the steps taken to increase the diversity of the pool. The EOO will provide a second opinion to the Dean as she assesses the compliance of search committees with diversity initiatives.
- The department search support staff receives applications, establishes candidate files, and acknowledges receipt of materials in written or electronic communication using supplied letter

templates, samples and emails (Appendices C, D & K). Of particular importance is directing the candidate to the College's online voluntary information form at http://www.lclark.edu/offices/human_resources/jobs/faculty/voluntary_info/ and asking that they complete the form (Appendix C). Each Search Chair will determine the preferred methods of communication for their departments; email is an acceptable alternative to sending printed letters.

- The department admin uses the application materials to create an electronic database containing specific fields determined in consultation with the Search Chair. The database can be used to generate working documents for the Search Committee to use during their discussions and evaluation meetings (last document in Appendix E). The database is continually updated throughout the search process and when the search ends, is the source of information sent to Human Resources to enable fulfillment of the College's legal requirements.
- Human Resources will generate a summary report of the gender and racial/ethnic composition of the applicant pool based upon Voluntary Information form responses and other data. At the end of each search, support staff sends a list of all candidate names and addresses to Human Resources for statistical purposes.

B. Advertising

- The home department will create an advertisement (Appendix B) for the position once it has been approved. At that time the advertisement goes to the Associate Dean and is then submitted to the Dean of the College for approval prior to placement in academic and/or professional publications and web sites unique to the discipline. The *Chronicle of Higher Education* is used only when there are no other appropriate publications. *NOTE: The Associate Dean must sanction the cost and placement of the advertising. Cost is charged to Associate Dean's budget.*
- Human Resources should be sent an electronic copy of the advertisement for posting to their web page. HR will automatically place postings on their website, and with *Inside Higher Education* and *HigherEd Jobs*, at no additional cost to the Search.
- The home department should post the advertisement on their own web page.

C. Search Committee

The search committee is composed of five members and one *ex officio* member, to be negotiated with the Associate Dean and approved by the Dean of the College. The committee should include:

- two faculty members from the home department, one of whom will normally be the department chair, who is also generally the Search Committee Chair,
- one faculty member from the home department's division who is not from the department;
- one faculty member from another division;
- one student (usually a home department major); and the
- the Associate Dean or the Dean of the College (*ex officio*)

At the beginning of each academic year, the Associate Dean, the Dean of the College, the General Counsel, and the Director of Human Resources may convene a meeting with Search Committee Chairs and support staff to establish guidelines. Among the issues to be discussed are:

- Confidentiality
- Discussion of job description
- Equal opportunity
- Criteria in judging applicants
- Do's and don'ts of interviews (see Appendices H and I)

The first meeting of a search committee will include the Equal Opportunity Officer (EEO), who, with the Search Committee Chair, will go over search and interview guidelines with committee members. This meeting should occur prior to the closing date specified in the ad. The second meeting usually occurs after the closing date by which time search committee members should all have read the files and identified their top candidates. Through a process of continuing to review files and discuss and eliminate applicants, the committee arrives at a list of finalists. The Search Committee then conducts preliminary interviews with at least the top five to ten candidates at professional meetings or by telephone.

The Search Chair recommends the finalists to the Dean of the College, and submits the committee report on efforts to increase diversity of the pool. **No candidate will be invited to campus unless the Search Committee can demonstrate a robust effort to increase the diversity of the pool.** If approved by the Dean, these candidates are invited to campus. A list of candidate names is sent to Human Resources to prepare for Background Check (Appendix D) and support staff write to invited candidates with instructions on how to start the background check process. (See Appendix D for the appropriate language.) The Search Committee Chair coordinates details of each candidate's visit with the department admin.

D. Guidelines for Campus Visit

Expense guidelines: \$350-400 for lodging and \$600 total for all meals per candidate.

- The Search Committee Chair establishes dates for the campus visits. Every effort should be made to prevent the accidental meeting on campus of two candidates in the same search. The chair contacts the candidates and invites them to campus. This communication is followed the next day with an email that includes information about the required security and background check. (Appendix D)
- The department admin, in consultation with the Search Chair, makes arrangements for transportation for the candidate visit. As flights become more expensive, consider looking for cheaper Internet fares. The College can reimburse for flights booked in this manner. (Possible sources: Kayak, Expedia, Orbitz, Cheaptickets). In addition, the Associate Dean's office has a credit card that can be used for Search expenses. The College generally uses one travel agent, Barb Stavig-Doane of Nob Hill Travel, 503-245-6455 (barb_nobhill@yahoo.com). If considerably cheaper, flights can be scheduled with a Saturday lay over, though added entertainment and lodging can steal away these savings. *NOTE: It may be helpful to many*

candidates to use travel agents who will bill the College, because candidates may not have sufficient funds for the initial cost.

- The department admin, in consultation with the Search Chair, makes arrangements for lodging for the candidate visit. If booking conventionally, please consult the list of hotels with whom the College has negotiated rates and who will bill the College directly. This list is on the Associate Dean's web page under Faculty Recruiting. Search Chairs may consider Internet booking services, where it is sometimes possible to improve upon the "educational" rate offered to the College. If a personal credit card is used, the reimbursement turn around time is approximately three weeks from the time the credit card statement is submitted to the Associate Dean's Office. In addition, the Associate Dean's office has a credit card that can be used for Search expenses. If asking for booking help from the Associate Dean's assistant, please provide clear information in writing about dates needed, the candidate's name, and the preferred hotel.
- The department admin, in consultation with the Search Chair, prepares the interview schedule for the candidate visit. Interviews are scheduled with: the Provost, the Dean of the College, the Director of Exploration and Discovery, individual members of the Search Committee, and members of the department. The Student Representative on the Search Committee can elect a separate meeting or use the student lunch to become acquainted with the candidate. The CAS Dean often wants to attend the research presentation, so be sure to consult the Dean's calendar during scheduling. The Provost's meeting should come late in the interview schedule.
 - Other possible interviews might be scheduled with any other discipline/interest connected area (such as Law School for Political Science candidate, East Asian Studies for International Affairs East Asian candidate, History department member for economic history candidate, etc.) Consider scheduling meetings with those sharing other interests for recruiting purposes. (e.g. skilled amateur musician with someone from the Music department, etc.)
 - A tour of campus and a meeting with the Director of the Library may also be included.

NOTE: Most of the interview appointments are held in the various faculty offices. In setting up the schedule, the Provost and the Dean of the College would like 30 minutes each, the other faculty members may vary; however, be sure to make allowances for travel time between offices if they are in different buildings. The department admin should also meet and talk with the candidate, even if it is not formally on the schedule.

- The student representative arranges the student/candidate lunch meeting. Reserving a room in Templeton for the lunch is recommended. Lunch vouchers covering the cost of lunches for the candidate, a student host, and no more than 5 additional students are available from the Associate Dean's Office.
- Normally a class should be taught by the candidate, who would guest lecture in a course being taught by a faculty member at the College. Be sure to provide sufficient notice to candidates and do not ask them to teach a class that is unreasonably far from their area of expertise. In other words, an introductory course in the department or an intermediate or advanced course in the candidate's area of expertise would be appropriate.

- The Search Chair should communicate with the candidate about the presentation they plan to give during their campus visit, making sure to get the title and synopsis. The seminar should be scheduled so that the maximum number of key people in the interview process can attend. Advertise the presentation as appropriate by distributing printed flyers, email and announcements in classes. Schedule some preparation/reflective time prior to the presentation for the candidate. Classrooms or Templeton rooms can be used, or even lounges in some cases. Send e-mail messages to notices, cas-faculty, classes, and/or majors/minors lists.
- When the schedule is completed, send copies of the interview schedule and candidate's CV to all interviewers at least 24 hours in advance of meeting. Email a copy of the schedule to the candidate a few days before planned departure.
- Dean of the College will give the candidate an informational packet of College materials.

Dinner guidelines:

- Dinners (usually two). If dinner will be at a restaurant, the party should consist of no more than the candidate and three-four others from search committee and home department. The Associate Dean's web page, under Faculty Recruiting, has a list of moderately-priced restaurants serving delicious food. **We can no longer fund meals at Portland's most expensive eateries.** Submit receipts or credit card statements to the Associate Dean's office for reimbursement. Be sure to include the names of all attendee's or the reimbursement will be rejected by the Business Office.
- Consider scheduling one dinner at a faculty person's home to allow for more informal interaction among the candidate, department, and search committee members. Catering some dishes and buying the wine separately are cost-effective, and the hospitality often makes for effective recruiting. Submit receipts or credit card statements to the Associate Dean's office for reimbursement.
- All search expenses are reimbursed or paid by the Associate Dean's Office. The Search Committee Chair is also each committee's budgetary officer. Inform the candidate to send any visit related receipts, i.e. airport parking, taxi or shuttle receipts to the Associate Dean's Office for reimbursement after they return home from their campus visit.

JOB OFFER

- After all the candidates have interviewed on campus, the Search Committee will meet to make their recommendation for hire to the Dean of the College. The Search Committee Chair shall report to the Search Committee the results of all interviews with non-committee members. It is recommended that the Search Committee poll student opinion through a written survey. See Appendix J for a sample form. If the Dean of the College disagrees with the Search Committee recommendation, the Dean will meet with the Committee to discuss his/her position.

- It is critical that Human Resources be apprised of the name of the selected candidate so that the background check can begin immediately upon referral to the Dean. No hire can be officially finalized without the successful completion of a background check on the candidate. This check may take anywhere from 2 weeks to 2 months depending upon circumstances.
- The Dean of the College negotiates all details of the offers. Search Committee Chairs shall not notify any of the candidates of the progress of the search at this stage.
- The formal offer typically includes a new computer. Search Committee Chairs should refer the candidate to Human Resources for a complete description of the benefits offered by the College.
- Notice of outcome is sent to all unsuccessful applicants by the Search Committee Chair (Appendix K).
- In general, the College will not absorb the legal costs associated with immigration issues.

GUIDELINES FOR SUPPORT STAFF

A. Compiling Search Files

1. Set up a file folder for each applicant as materials come in. Included in this file folder should be a checklist of items.
 - a. Letter of application
 - b. Curriculum vitae
 - c. Letters of recommendation (usually three)
 - d. Scholarly work, if required
 - e. Evidence of teaching, if required (syllabi and student, peer, or supervisor evaluations)
 - f. Transcript
 - g. Other material as required by the department and Search Committee, such as statement of teaching philosophy.

2. Set up a database for the search. Suggested fields to include:
 - a. Last name
 - b. First name
 - c. Title
 - d. School
 - e. Ph.D. year and area of specialization or dissertation title
 - f. School conferring doctorate or final degree
 - g. Address1
 - h. Address2
 - i. City, State, Zip
 - j. Phone numbers

- k. e-mail addresses
- l. checklist for required items such as vita, letters of recommendation, etc.

3. Confer with Search Chair about making modifications to the center section of the letter template in Appendix C, **making sure that the mandatory information remains in place.** Notify either by email or print letter confirmation of receipt of application materials.

4. Make sure that the **email** regarding Security and Background checks and a request to complete the online application (Appendix D, **use email #1**) is sent out to each candidate the day following the campus visit invitation. **It is critical to the hiring process that Human Resources receives the specific information contained in these emails (including necessary contact information) in addition to the candidate authorization to conduct a Background Check. Notify HR by email of the names of candidates invited to campus and identify the search. (use 2nd email in Appendix D).**

5. The department admin/Search Chair sets up interviews with: the President, the Dean of the College, the Director of Exploration and Discovery, individual members of the Search Committee, including the Student Representative, and a group meeting with other department members as requested. Be sure to consult the Dean's calendar during scheduling the research presentation to assure attendance. The President's meeting should come late in the interview schedule.

- Other possible interviews may be suggested by the Search Chair.
- A tour of campus and a meeting with the Director of the Library also may be included in the schedule.

NOTE: Most of the interview appointments are held in the various faculty offices. In setting up the schedule, the President and Dean of the College, would like 45 minutes each, the other faculty members 30 minutes; however, be sure to make allowances for travel time between offices if they are in different buildings. The department admin should also meet and talk with the candidate, even if it is not formally on the schedule.

6. The department admin/Search Chair schedules the flight or has the candidate schedule the flight if they prefer. *NOTE: It may be helpful to many candidates to use travel agents who will bill the College, because candidates may not have sufficient funds for the initial cost. **Have the travel agent email you a copy of the candidate's itinerary.***

Expense guidelines: \$350-400 for lodging and \$600 total for all meals per candidate.

7. The department admin/Search Chair makes hotel reservations. Please consult the list of hotels with whom the College has negotiated rates and who will bill the College directly. This list is on the Associate Dean's web page under Faculty Recruiting. If a personal credit card is used, the reimbursement turn around time is approximately three weeks from the time the credit card statement is submitted to the Associate Dean's Office. In addition, the Associate Dean's office has a credit card that can be used for Search charges.

8. If requested by the Search Chair, arrange airport pickup (or if a late flight, indicate to the candidate that he/she will be reimbursed for the cab or airport commuter fare). It's preferable for a Search Committee or home department member pick up the candidate, if possible.
8. If requested by the Search Chair, arrange transportation between campus and hotel as necessary. (It is best if a department or Search Committee member pickup the candidate and possibly share breakfast before arriving on campus.) As usual, receipts or credit card statements are required for reimbursement by the Associate Dean's Office.
9. Once the Search Committee has recommended a candidate for hire, **send an email to HR naming the candidate, along with an electronic copy of that candidate's cv, to request that they start the background check. (use 3rd email in Appendix D)** It is only after the candidate has cleared the Background Check that the hiring process can be officially finalized.

B. Orienting New Faculty

The job of orienting a new faculty member begins with hiring. The following needs to be done by the department chair and the department admin (see Appendix L):

1. Consult with the Associate Dean to find an office for the new faculty member, unless they are going into a recently vacated department office. Have the office cleaned and painted, if necessary. Order keys to the office and outside door, and request that a name plate be made for the office and another for the mailbox. [Complete facilities work orders at <http://sro.lclark.edu/>.]
2. Make sure there are adequate furniture and supplies, including a small amount of letterhead and envelopes.
3. Have the new faculty member obtain ID card from campus safety.
4. Have the new faculty member register their car in order to obtain a parking permit. http://www.lclark.edu/offices/account_services/parking_and_transportation/. Read and follow the instructions on this page.
5. Submit an IT work order (<http://ithelp.lclark.edu:8000/TIWEB80/scripts/trackit.asp>) to request a new telephone number for the incoming faculty member. (Make sure you are also told what that new number is!)
6. Get long distance authorization code (if used in your department) and also a code for the nearest copier/printer.
7. Make sure computer equipment has been ordered and installed at least a week before the candidate arrives on campus, if possible. **The new faculty member should have already been in contact with IT with specifications for computer.**
8. Order business cards
http://www.lclark.edu/offices/public_affairs_and_communications/stationery/
9. **If new faculty member is to start in the Spring, keep in touch with them over the summer and during fall semester.**

10. Set up an appointment with HR for benefits orientation.

Orient new faculty to surroundings – copying, mail, restrooms, library, bookstore, food, weight room, pool and other athletic facilities, cashier, registrar, student services. You can also let the new hire know he/she may contact the publisher for desk copies and that book orders are generally due March 15 for fall and summer and October 15 for spring.

APPENDIX A: RECRUITMENT PLANS FOR GENERATING A DIVERSE POOL

Please check strategies that you hope to employ, and provide details. (Names of associations you plan to contact, colleagues you will call, minority fellowship programs you will investigate, etc.) This list is designed to be used in conjunction with Caroline Sotello Viernes Turner's, *Diversifying the Faculty: A Guidebook for Search Committees*. (2002), and is drawn from her Appendix A: Checklist of Best Practices, 30-32.

- _____ 1. Check with relevant professional societies to obtain current statistics regarding numbers or percentages of minorities in the field. This will be part of your report to the dean.

- _____ 2. Critically analyze the job description and advertisement, making sure they are geared toward inclusiveness.

- _____ 3. Mail position announcements to minority groups and organizations; university and local organizations, such as minority alumni; and local minority churches and organizations as seems appropriate.

- _____ 4. Contact by letter or phone previous faculty of color, visiting scholars and/or individuals who have made diversity-related presentations on campus

- _____ 5. Use listservs, bulletin boards, and other forms of technology to announce positions and recruit potential candidates. Include national websites used by HR in this part of the report. Some national websites include a specific email that goes to approximately 5000 self-identified candidates of color.

- _____ 6. Utilize personal and professional networks to seek leads to potential minority candidates.

APPENDIX B: ADVERTISEMENT TEMPLATE

[Title of Position]: The LEWIS & CLARK COLLEGE Department of _____ invites applications for a tenure-track [*rank*] professorship beginning [*semester and year*]. Preferred teaching fields include [*department-specific information*]. Ph.D. or terminal degree in [*discipline*] required at the time of appointment as a [*tenure-track or tenured*] member of the faculty. [*Postdoctoral experience preferred – department choice of this statement*] Potential for excellent teaching and research at an undergraduate institution are essential. Usual load is five courses per academic year and may include regular participation in the College's general education program. Review of applications will begin on [*date*] and continue until the position is filled. A complete application must include (1) a curriculum vita; (2) a letter of application which includes a statement of educational philosophy, teaching experience, and research interests; (3) evidence of teaching effectiveness; (4) sample of scholarship; (5) three letters of recommendation sent under separate cover and (6) graduate transcripts. Send to Chair, [*Search Committee*], Department of [*department name*], Lewis & Clark College, 0615 SW Palatine Hill Road, Portland, OR 97219, [*e-mail address*]. Lewis & Clark College, an Equal Opportunity Employer, is committed to preparing students for leadership in an increasingly interdependent world, and affirms the educational benefits of diversity. (See <http://www.lclark.edu/dept/about/diversity.html>) We encourage applicants to explain how their teaching at Lewis & Clark might contribute to a learning community that values diversity. Lewis & Clark will conduct background checks on the finalists for the position.

APPENDIX C: APPLICATION MATERIALS/VOLUNTARY INFORMATION TEMPLATE

Dear «Title» «LastName»:

Thank you for your application for the position of _____ of _____ (dept). Please be sure that all of the required materials listed in our advertisement have been sent.

As part of our application process we ask that you voluntarily provide some additional information. Would you please log onto our web page at http://www.lclark.edu/offices/human_resources/jobs/faculty/voluntary_info/ and complete an anonymous voluntary information form that has been designed to assist us in measuring the success of our recruiting efforts in several critical areas. We thank you in advance for helping us in this effort.

[additional information may be included here; examples are provided below]

Thank you again for your interest in Lewis & Clark College.

Sincerely,

[signature if electronically available]
Chair, Search Committee

[1] We expect to be interviewing a short list of candidates on _____ at the _____ Meeting in _____.

[2] We anticipate conducting telephone interviews with a short list of candidates during _____.

[3] We hope to interview finalists on campus during the month(s) of _____.

[4] We will notify you at the conclusion of our search process, however we caution you that occasionally these decisions take a very long time to be resolved successfully.

APPENDIX D: REQUIRED SECURITY AND BACKGROUND CHECK EMAILS

Email #1 to be sent to the candidate the day the campus visit invitation was given

Dear < >

This email is follow-up confirmation of our [telephone] invitation to you to come visit Lewis & Clark College on <dates>. We are very much looking forward to your visit. However, before that can happen, there are a few things that we need you to provide.

Lewis & Clark conducts criminal background checks, degree verifications, etc. for the finalist or finalists for every position. Our Human Resources Office has developed an excellent and informative page that allows you to complete the faculty application form online and offers the Background Check Authorization form for download and processing.

Approximately __ weeks prior to your visit, please use this link and follow the instructions that you find on the page: http://www.lclark.edu/offices/human_resources/jobs/faculty/certification/

We urge you to review [A Summary of Your Rights Under the Fair Credit Reporting Act \(PDF\)](#), also located on that page. If, after reading it, you have any questions about the faculty application or the background check process, please call Human Resources at (503) 768-6235 or email them at hr@lclark.edu.

And again, speaking for the Search Committee, I want to say how much we anticipate your upcoming campus visit and appreciate your patience with these unfortunately necessary protocols.

If you have any other questions beyond those dealing with the faculty application form and/or background check authorization, etc., do not hesitate to contact me by email or telephone [insert phone number].

[signature if electronically available]
CHAIR, SEARCH COMMITTEE

Email #2 to be sent to Human Resources following the final candidate(s) visit invitation acceptances

DATE:
MEMO TO HUMAN RESOURCES
FROM: _____, Search Chair
SUBJECT: Candidates Approved for Campus Visit

The Dean of the College has approved the following candidates to visit campus as part of recruitment to fill the _____ position in _____.

Candidate 1: _____
Candidate 2: _____
Candidate 3: _____

Each candidate has been asked to download and submit to you the Background Check Authorization form. Once the Search Committee has selected the top candidate to recommend for hiring, you will be asked to run a Background Check on that individual and report the results to the Dean of the College, his/her assistant, and the Chair of the Search Committee.

If you have any questions concerning this Search, please contact _____ at extension _____.

Email #3 to be sent the day the hiring recommendation is accepted by the Dean of the College. (Remember to attach an electronic copy of the candidate's cv.)

DATE:
MEMO TO HUMAN RESOURCES
FROM _____, Search Chair
SUBJECT: Please initiate Background Check

_____ has been recommended to the Dean of the College as the top candidate for the position of _____ in _____. Please begin the background check immediately and report the results to the Dean of the College and his/her assistant, and to the Search Chair as soon as they are available.

If you have any questions concerning this Search, please contact _____ at extension _____.

Thank you in advance.
Att: cv
CC: Terri Banasek (banasek@lclark.edu)

APPENDIX E: SEARCH STEP BY STEP//CHECKLIST/WORKING DOCUMENTS

1. Position Request Submitted/Diversity planning begun	Department/Chair
2. Position Request Approved	Associate Dean/Dean
3. Advertisement Submitted	Department Search Chair
4. Advertisement Approved	Associate Dean/HR
5. Advertisement Listed	Department
6. Advertisement Paid	Associate Dean's Office
7. Search Committee Created	Associate Dean/Dean/Department
8. Applications Arrive	Support Staff
9. Search database created/ongoing upkeep	Support Staff
10. Response sent/must include voluntary request, Appendix C	Support Staff
11. Applicant files reviewed & discussed	Search Committee/EEO
12. Top candidates recommended to Dean/Diversity Plan Report submitted	Search Committee Chair
13. Candidates approved for visit	Dean
14. Dates of visit determined	Search Chair
15. Candidates called, visit dates arranged	Search Chair
16. Candidates emailed w/ background check authorization submission instructions (use email #1 Appendix D)	Search Chair/Support Staff
17. HR notified of visiting candidates names using email #2 Ap D	Search Chair/Support Staff
18. Candidates contacted for travel preferences	Support Staff
19. Transportation and lodging arranged	Search Chair/Support Staff
20. Candidate visit schedule created/rooms reserved	Search Chair/Support Staff
21. Visit transportation logistics planned	Search Chair/Support Staff
22. Candidate meals arranged	Search Chair/Support Staff
23. Direct billed travel arrangements/payments tracked	Associate Dean's Office
24. Visit flyers created/announcements sent out	Search Chair/Support Staff
25. Visit information disseminated	Search Department
26. Schedules & cv's sent to interviewers/schedule sent to candidate	Support Staff
27. Candidate arrives/transportation to/from hotel to/from campus	Search Chair/Support Staff
28. Visit/candidate discussed & evaluated	Search Committee/EEO
29. Top candidate chosen & recommended to Dean for hire	Search Committee/Chair
30. HR sent email #3 Ap D background check on finalist, cv attached	Search Chair/Support Staff
31. Recommendation accepted or rejection discussed	Dean/Search Committee
32. Negotiations begin	Dean
33. All search receipts submitted for reimbursement (ongoing)	Search Committee/Support Staff
34. Reimbursements processed to Business Office	Associate Dean's Office
35. Notice of check completion sent to Dean & asst./Search Chair	HR
36. Candidate is hired	Dean
37. Names of all candidates submitted to HR	Support Staff
38. New hire planning & orientation	Search Chair/Support Staff
39. New hire move/arrival in city/office gets set up	Support Staff
40. New hire moving costs submitted & paid/reimbursed	Dean of the College Office
41. Statistical Diversity Report written & distributed	HR
42. Search materials boxed, clearly marked, delivered to Archives	Support Staff

CHECKLIST

Name of Candidate _____

Dates for interviews. _____

Appointments

- President
- Dean of the College
- Search committee

Department members (tenured and tenure-track).

Students – make use of your department SAAB representative and student search committee member to arrange a lunch or other meeting with the candidate and students.

Exploration & Discovery director

Meeting with Librarian

Other people in academic interest area

Schedule flight arrive _____

Dpt _____

Hotel reservations _____

Name of hotel/address/phone number

Arrange airport pickup _____

Arrange transportation between campus and hotel as required.

Department majors meeting with candidate (lunch preferred).

Arrange for dinner meeting(s) with members of search committee and/or home department.

Schedule class to be taught by candidate.

Schedule seminar to be presented by candidate (be sure to check Dean's calendar for open times).

Advertise seminar as appropriate. Send e-mail to notices, cas-faculty and class lists or majors/minors lists. Post flyers for talk.

Schedule some preparation/reflective time prior to seminar for candidate.

Tour of campus, perhaps with student or whoever is available

Send copy of completed interview schedule and candidate's CV to all interviewers.

Send candidate an informational packet of College materials and copy of interview schedule.

Send invoices/receipts for all expenses to Associate Dean's Office for payment.

Sample of a working document for use in Search Committee evaluations
(Word table--format landscape on legal sized paper)

Candidate Name	Degree/Date	School	Thesis Title	Area of Specialization	Teaching	Research	Letters

APPENDIX F: CANDIDATE VISIT SCHEDULES/ ITINERARY SAMPLES

Day/Date _____ **Candidate Name** _____

Time	Interviewer	Location
Breakfast		
9:00		
9:45		
10:30		
11:15		
Lunch Noon		
1:15		
2:00		
2:45		
3:30		
4:15		
DINNER		

Date _____

Time	Interviewer	Location
Breakfast		
9:00		
9:45		
10:30		
11:15		
Lunch Noon		
1:15		
2:00		
2:45		
3:30		
4:15		

To Airport _____

Designed for three candidate visits

Candidate _____ (name)	<i>Date</i>	<i>Date</i>
8:00 Breakfast w/		8:00 Breakfast w/
9:30		9:30
10:15		10:15
11:00		11:00
11:30		11:30
Noon Lunch		Noon Lunch
1:15		1:15
2:00		2:00
3:45		3:45
4:15		4:15 Exit Interview
DINNER – 2 faculty -		DINNER – 2 faculty -

Candidate _____ (name)	<i>Date</i>	<i>Date</i>
8:00 Breakfast w/		8:00 Breakfast w/
9:30		9:30
10:15		10:15
11:00		11:00
11:30		11:30
Noon Lunch		Noon Lunch
1:15		1:15
2:00		2:00
3:45		3:45
4:15		4:15
DINNER – 2 faculty -		DINNER – 2 faculty -

Candidate _____ (name)	<i>Date</i>	<i>Date</i>
8:00 Breakfast w/		8:00 Breakfast w/
9:30		9:30
10:15		10:15
11:00		11:00
11:30		11:30
Noon Lunch		Noon Lunch
1:15		1:15
2:00		2:00
3:45		3:45
4:15		4:15
DINNER – 2 faculty -		DINNER – 2 faculty -

SAMPLE ITINERARY

Itinerary for Greg Hermann

Sunday, 21 January

Arrives Portland via car from Seattle

The Mallory Hotel, 729 SW 15th Avenue, Portland 503/223-6311

5:30 p.m. Potluck with department faculty, search committee members & families
Ken & Lisa Clifton's home (email Ken for directions)
Paulette Bierzychudek & Gary Reiness will pick up Greg @ 5:00 p.m.

Monday, 22 January

9:00 a.m. Kellar Autumn will pick up Greg at The Mallory (meet in lobby) and bring him to campus

9:30-10:00 a.m. Meet with Kellar Autumn, Dept. of Biology, and member of the Search Committee, Bio/Psych 227

10:00-10:30 a.m. Meet with Jean Ward, Dept. of Communication, and Director of Inventing America, Bodine 208

10:30-11:00 a.m. Meet with Deborah Lycan, Dept. of Biology and chair of the Search Committee, Bio/Psych 218

11:00-11:30 a.m. Library Tour with Joanna Haney, Reference Librarian

11:30 a.m.-1:00 p.m. Lunch with students

1:00-1:30 p.m. Meet with Louis Kuo, Dept. of Chemistry, and member of the Search Committee, Olin Center 219

1:30-2:30 p.m. Campus tour with Jamie Borton, student rep on the search committee

2:30-3:30 p.m. Meet with Gary Reiness, Dean of Mathematical & Natural Sciences,¹ Bio/Psych 220

3:30-4:00 p.m. Seminar prep time

4:00-5:30 p.m. Seminar: "Organogenesis in *C. elegans*: A new twist on making organs"
Bodine 300

6:00 p.m. Dinner with Search Committee members

Tuesday, 23 January

7:30-9:00 a.m. Breakfast with Deborah Lycan – Meet at The Mallory

9:30-10:00 a.m. Meet with Paulette Bierzychudek, Dept. of Biology, Bio/Psych 222

10:00-10:45 a.m. Meet with Curtis Johnson, Dean of the College, Bodine 212

10:45-11:15 a.m. Meet with Ken Clifton, Dept. of Biology, Bio/Psych 221

11:15 a.m.-12:30 p.m. Lunch with Steve Seavey, Chair of the Biology Dept., Bio/Psych 224

12:30-1:00 p.m. Break

1:00-1:45 p.m. Meet with Ed Florance, Dept. of Biology, Bio/Psych 226
(Microscopy – SEM Lab)

1:45-2:00 p.m. Break

2:00-2:30 p.m. Meet with Dick Rohrbaugh, Dept. of Religious Studies and member of the Search Committee, Miller 421

2:30-3:00 p.m. Break

3:00-4:00 p.m. Exit interview with Search Committee members, Pamplin Room, Watzek Library

¹ This position no longer exists at Lewis & Clark. The associate dean is not part of the interview schedule.

APPENDIX G: SAMPLE ANNOUNCEMENT AND FLYER

SAMPLE EMAIL ANNOUNCEMENT

Subject: Asian Art History Candidate to speak Tuesday morning, Dec. 19

The Art Department invites you to hear a talk by Sandy Ng, Ph.D from the London School of Oriental and African Studies and current Visiting Scholar at the Hong Kong Polytechnic University.

She will speak on: “Lin Fengmian (1900-1991): Memory and Formalism in Twentieth Century Chinese Art”.

The talk is scheduled for Tuesday, December 19th at 11:00 in 207 Fields.

SAMPLE PRINTED FLYER

Come hear a candidate for a faculty position in the biology department

Dr. Greg Hermann
Division of Basic Sciences
Fred Hutchinson Cancer Research Center

“Organogenesis in *C. elegans*: A new twist on making organs”

Although most animals have bilaterally symmetrical surface features, their internal organs often show pronounced left-right differences in morphology and placement. Currently, little is known regarding the development of left-right differences during organ formation. In his introduction, Dr. Hermann will review the overall changes that occur during embryonic development and the process by which organs form. He also will introduce his experimental system, but nematode *Caenorhabditis elegans*, which displays left-right difference in its organs. Dr. Hermann has identified a mechanism for the generation of left-right differences of *C. elegans*, which involves the evolutionary conserved Notch cell-signaling pathway. This work opens the door to further studies that will lead to a greater understanding of the ways that organs are generated.

Monday, January 22, 2001
4-5:30 p.m.
BoDine 300

APPENDIX H: WHAT NOT TO ASK

(Courtesy of Creative Recruiting Strategies – HR Northwest)

Questions that imply preferences as to race, religion, age, sex, marital status, national origin, sexual orientation and disabled status are violations of federal and state laws. In the left-hand column below are topics of discussion, which are of questionable legality and should not be asked, in any form, during the interviewing of a candidate. In the right-hand column are notes, which may be acceptable relating to the particular area in question

SUBJECT	UNLAWFUL INQUIRIES	PERMISSIBLE INQUIRIES
Age	Birth date or age, asked before hiring.	If at least 18 years of age, you may ask birth date after hiring.
Arrest Record	Any inquiry as to arrests.	Relating to criminal convictions (on resumes).
Citizenship	Any direct inquiry as to citizenship.	Whether candidate is legally eligible to work in the U.S
Family	Specific inquiries concerning spouse, spouse's salary, or employment, children, childcare arrangements or dependents.	Whether candidate has any outside commitments, which would conflict with work requirements. If asked at all, the question should be posed to all candidates, regardless of gender.
Marital Status	Any inquiry into present or past marital status or name, which would divulge marital status.	None.
Military	Type of discharge, request for discharge papers, inquiries as to experience in other than U.S. Armed Forces.	Education, training experience in U.S. Armed Forces.
National Origin	Inquiries into birthplace, ancestry, mother tongue, etc.	Inquiry as to candidate's ability to read, write, and speak a foreign language when based on job requirements.
Religion or Creed	Inquiries concerning candidate's religious denomination, religious affiliations, church, parish, pastor, or religious holidays observed.	None.

SUBJECT	UNLAWFUL INQUIRIES	PERMISSIBLE INQUIRIES
Memberships	Inclusive list of organizations to which candidate belongs.	Inquiry as to memberships in organizations excluding those which would reveal race, religion, sex, marital status, national origin, or disability status. The scope of the question should include only academic societies and organization that are related to the job in question.
Residence	Whether candidate rents or owns home; names of persons with whom candidate resides.	Inquiry on address needed to facilitate contacting candidate.
Relatives	Names and addresses of any relative other than those listed as references.	Names of candidate's relatives already employed by this company or by any competitor.
Race or Color	Any inquiry concerning race or color of skin, hair, eyes, etc.	None.
Sex	Any inquiry regarding the applicant's gender, unless it is a bona fide occupational qualification (which probably would not apply in our College setting.)	None.
Name	Inquiry into original name where it has been changed by court order or marriage. Inquiries about a name, which would divulge marital status, lineage, ancestry, national origin or descent.	Whether candidate has worked for the College or a prior employer under a different name; if so, what name. Name under which candidate is known to references if different from present name.
Photograph	Request that candidates submit a photograph mandatory or optionally, any time before hiring.	May be requested after hiring for identification purposes.
Pregnancy	All questions as to pregnancy and medical history concerning pregnancy and related matters.	None.
Disability	All questions relating to physical or mental health.	None.

Workers Compensation	Any inquiry regarding past claims, injuries, etc.	None.
Sexual Orientation	Any inquiries concerning sexual orientation	None.

APPENDIX I: AMERICANS WITH DISABILITIES (ADA) GUIDELINES

WHAT IS THE ADA?

The Americans with Disabilities Act is a federal law which prohibits discrimination against the disabled in employment and in their access to the facilities, goods and services of most public places, including all colleges and universities and other educational institutions, and many businesses.

WHO IS PROTECTED AGAINST EMPLOYMENT DISCRIMINATION?

Employment discrimination is prohibited against "qualified individuals with disabilities." Persons discriminated against because they have a know association or relationship with a disabled individual are also protected. The ADA defines an "individual with a disability" as a person who has a physical or mental impairment that substantially limits one or more major life activities, a record of such an impairment, or is regarded as having such an impairment.

The first part of the definition makes clear that the ADA applies to persons who have substantial, as distinct from minor, impairments, and that these must be impairments that limit life activities such as seeing, hearing, speaking, walking, breathing, performing manual tasks, learning, caring for oneself, and working. An individual with epilepsy, paralysis, a substantial hearing or visual impairment, mental retardation, or a learning disability would be covered, but an individual with a minor, no chronic condition of short duration, such as a sprain, infection, or broken limb, generally would not be covered.

The second part of the definition would include, for example, a person with a history of cancer that is currently in remission or a person with a history of mental illness.

The third part of the definition protects individuals who are regarded and treated as though they have a substantially limiting disability, even though they may not have such an impairment. For example, this provision would protect a severely disfigured qualified individual from being denied employment because an employer feared the "negative reactions" of others.

WHO IS A "QUALIFIED INDIVIDUAL WITH A DISABILITY"?

A qualified individual with a disability is a person who meets legitimate skill, experience, education, or other requirements of an employment position that he or she holds or seeks, and who can perform the "essential functions" of the position with or without reasonable accommodation. Requiring the ability to perform "essential" functions assures that an individual will not be considered unqualified simply because of inability to perform marginal or incidental job functions. If the individual is qualified to perform essential job functions except for limitations caused by a disability, the employer must consider whether the individual could perform those functions with a reasonable accommodation. If a written job description has been prepared in advance of advertising or interviewing applicants for a job, this will be considered evidence, although not necessarily conclusive evidence, of the essential functions of the job.

WHAT IS "REASONABLE ACCOMMODATION"?

Reasonable accommodation is any modification or adjustment to a job or the work environment that will enable a qualified applicant or employee with a disability to participate in the application process or to perform essential job functions. Reasonable accommodation also includes adjustments to assure that a qualified individual with a disability has the same rights and privileges in employment as non-disabled employees.

WHAT ARE THE ESSENTIAL FUNCTIONS OF A JOB?

The essential functions of a job are those functions that an individual who holds the position must be able to perform unaided or with a reasonable accommodation. The basic EEOC definition is that the term essential functions means "the fundamental job duties" of the employment position as contrasted with "the marginal functions of the position." The regulation provides that a job function may be considered essential for many reasons, including but not limited to:

- the reason the position exists is to perform that function;
- there are a limited number of employees available among whom performance of that job function can be distributed and/or;
- the function is highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

DOES PREFERENCE HAVE TO BE GIVEN TO A QUALIFIED APPLICANT WITH A DISABILITY OVER OTHER APPLICANTS?

No. An employer is free to select the most qualified applicant available and to make decisions based on reasons unrelated to the existence or consequence of a disability. For example, if two persons apply for a job opening as a typist, one who is a person with a disability who accurately types 50 words per minute, and the other is a person without a disability who accurately types 75 words per minute, the employer may hire the applicant with the higher typing speed, if typing speed is needed for successful performance of the job.

INTERVIEWING GUIDELINES

PRE-EMPLOYMENT INQUIRIES

Application forms and the interview are only two facets of the hiring process. Civil rights law does not prohibit any specific questions from being asked of an applicant, but it does forbid the discriminatory use of information when making hiring decisions. Questions asked on applications or in interviews could lead an applicant to believe he or she was denied a job illegally. Thus, the employer should be prepared to show why the information requested was needed, and how it was used in the hiring decision.

To lessen the likelihood that discrimination might occur in hiring, it is important for employer to remove inappropriate inquiries from application forms and to refrain from using them as interview questions. Inappropriate inquiries are those which elicit information about

someone's protected class status. There are three main types of inappropriate inquiries:

- 1) those asking for direct information about an individual's race, sex, age, marital status, etc.
- 2) those asking for information usually evaluated differently for men and women; and
- 3) those asking for information that could be used to screen out disproportionate numbers of a particular group protected by law.

NECESSARY INFORMATION

Civil rights laws allow employers to seek full information about an applicant's ability to do the job. If there are certain characteristics about a person that need to be known in order to determine if he or she can perform the duties of the job, then it is legal to ask for such information. The relationship between the information sought and the abilities necessary to perform the job is the key to deciding if an inquiry is appropriate. When designing or evaluating an application form, an employer should decide if the information requested is necessary, and is directly related to the duties of the job.

QUESTIONS AFTER HIRE

Some questions may be better asked after hire. For example, an employer may need to request information about mental or physical history for use in a health insurance program. This information can be obtained after the hiring decision has been made. If there is a need, because of the type of job, for an employer to require proof of age or citizenship, the job can be offered on the condition that the person furnish such proof.

CAMPUS RESOURCES

The ADA Coordinator is in Human Resources. Any questions about a candidate's disability or reasonable accommodation request should be directed to the ADA Coordinator.

APPENDIX J: GOOD QUESTIONS TO ASK OF STUDENTS

Your opinion of our visiting candidates is very important! Please fill out this form and return it ASAP to [department admin] or to [student member of search committee]

candidate's name: _____

your name (optional): _____

1. a. What would you identify as this candidate's strengths as a teacher?
b. Are there any weaknesses that concern you? If so, what are they?

2. Does this candidate seem like a good mentor for students doing research? Why or why not?

3. Would you be interested in taking a course from this person? Why or why not?

4. Any additional comments? Please continue on the back of this sheet.

APPENDIX K: SAMPLE NOTIFICATION LETTER FOR UNSUCCESSFUL CANDIDATES

DATE

«Title» «FirstName» «LastName»
«Company»
«Address1»
«Address2»
«City», «State» «PostalCode»

Dear «Title» «LastName»:

I write to inform you that Lewis & Clark College has offered the _____ (position) in _____ (department) to another candidate. The decision was very difficult and time consuming, as you were in a field of outstanding candidates.

I would like to convey my appreciation for your interest in the College. Please accept my best wishes for the future development of your career.

Sincerely,

XXXX
Chair, Search Committee

APPENDIX L: ORIENTATION CHECKLIST

Name of New Faculty _____ Date _____

- Office assignment_____. Have the office painted, if necessary.
 - Office key
 - Outside door key
 - Department office (if key is needed).
- Make sure there is adequate furniture and supplies, including a small amount of letterhead and envelopes.
- Have new faculty member set up email account.
- Have new faculty member obtain ID card from campus safety.
- Have new faculty member obtain parking tag from Transportation and Parking (*effective September 1 – May 10*).
- Complete IT work order (TrackIt) for a new phone number & voicemail, long distance code (?).*NOTE: Some departments use only one long-distance code for the entire department. In that case, give the new faculty the department long-distance code.*
- Get copier code from IKON. Set up copier training session for new-hire.
- Make sure computer equipment has been ordered and installed at least a week before the candidate arrives on campus (which may be well before the academic year begins). The new faculty member should have already been in contact with IT with specifications for the computer.
- Order business cards [<http://www.lclark.edu/dept/pubs/stationery.html>].
- Order nameplate for office [complete a facilities work order, <http://sro.lclark.edu/index.cgi>].
- Make name for mailbox.
- Orient the new faculty member to surroundings – copying, mail, restrooms, bookstore, food, weight room, pool and other athletic facilities, library, cashier, registrar, student services. You can also let new hire know he/she may call the publisher for desk copies and that book orders are generally due March 15 for fall and summer and October 15 for spring.
- Make certain that the new faculty member is aware of and will attend the New Faculty Orientation program at the beginning of the fall semester. During this two-day orientation program the procedures for tenure and promotion will be discussed in detail.