

**FORT LEWIS COLLEGE
SEARCH AND APPOINTMENT PROCEDURE FOR
FACULTY AND EXEMPT STAFF**

I. Statement of Policy

- A. Position announcements must reach broadly so as to maximize the probability of appointing the most qualified individuals, especially those from under-represented groups.
- B. This policy applies to hiring tenure-track faculty, visiting full-time faculty eligible for annual reappointment, visiting full-time faculty with two or more consecutive semesters' appointment, and exempt staff eligible for annual reappointment.
- C. All forms listed in this Procedure statement are available on the College Equal Opportunity website.

II. Definitions of "Next Level Supervisor"

For the purpose of Search and Appointment Procedure, the next level supervisor is defined as follows depending on the position being searched.

Position Being Searched	Next Level Supervisor
All faculty positions	Dean or Associate Vice President for Academic Affairs
Dean and Associate Vice President for Academic Affairs	Provost & Vice President for Academic Affairs
Vice President	President or Provost & Vice President for Academic Affairs
Program Director or Coordinator (Exempt Staff) in an Academic Unit	Dean or Associate Vice President for Academic Affairs
Program Director or Coordinator (Exempt Staff) in a Non-Academic Unit	Assistant Vice President for Student Affairs, appropriate Vice President, or President
Other Exempt Staff in an Academic Unit	Program Director

Other Exempt Staff in a Non-Academic Unit	Program Director
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III. Establishing the Position

Position availability must be established prior to advertisement by completing “Position Vacancy” form.

IV. Search Committee

A. A search committee shall be composed of at least three persons. Individual(s) from under-represented groups should be on the committee. The search committee chair shall submit the “Search & Screen Committee” form to the Equal Opportunity Coordinator (hereinafter the “Coordinator”).

B. The search committee chair should notify the Coordinator of the search committee’s first meeting. The Coordinator may attend the first meeting and any subsequent meetings as an *ex officio* member.

V. Advertising the Position

A. For each vacancy, an advertising campaign must be planned.

1. Appropriate minimal advertising will depend on the categories of the position as described in the table below. However, it is acknowledged that in some circumstances a different advertising campaign may be appropriate.

Position Categories	Minimum Time Frame	Minimum Coverage	Minimum Publications
Tenure-track Faculty	30 days	National	<i>Chronicle of Higher Ed</i> and/or a major professional publication
Full-time, Visiting Faculty	30 days	Regional or National	<i>Chronicle of Higher Ed</i> , a major professional publication, and/or regional newspaper
Full-time Exempt Staff in an Academic Unit	30 days	Regional or National	A major professional publication and/or regional newspaper
Full-time Exempt Staff in a Non-Academic Unit	30 days	Regional or National	A major professional publication and/or regional newspaper
All Part-time Exempt Staff	15 days	Regional or Local	Regional and/or local newspaper

2. Position descriptions should be prepared and distributed as appropriate.
 - a. For all positions, a full position announcement must be prepared and available on the College's job listings web site. The announcement must include specialties required, areas of responsibility, minimum qualifications, a closing date for receipt of applications, and the procedures and documents required for submitting application. The announcement must include a statement that the College is an Equal Opportunity/Affirmative Action employer.
 - b. A short position announcement may be prepared and advertised for economic efficiency. In that case, the short announcement must be a fair reflection of the full announcement and must provide information about how to obtain the full announcement.
- B. Prior to all position advertisements, the "Search Advertising Check-Off" form must be approved by the search chair, next level supervisor, and the Coordinator. The form will be forwarded by the Search Chair to Purchasing for payment of advertisements.
- C. Occasionally it may be necessary to advertise anticipated openings. The Coordinator with consultation with appropriate department(s), Human Resources Director, and/or search committee chair, will determine whether anticipated positions may be advertised.
- D. The search officially starts on the day the advertising first appears. The posting on the Fort Lewis College's webpage does not constitute as advertising.
- E. The closing date specified in advertising must be at least 30 days (or 15 days for part-time exempt staff positions) after first appearance of advertising. Exceptions can be made by the Coordinator only under extraordinary circumstances.
- F. "Summary of Advertising Campaign" form must be sent to the Coordinator within two weeks after the last advertisement is published.

VI. Receipt of Applications

Upon the receipt of applications, the Search Chair must send each applicant an acknowledgement letter and the "Applicant Information" form with a self-addressed and stamped envelope which is to be filled out voluntarily and returned to the Coordinator. This process can be done via email.

VII. Screening of Applications

- A. A screening committee may be the whole search committee or a sub-committee of the search committee depending on the size of the search committee. The screening committee should include individual(s) from underrepresented groups.
- B. Applicant review can begin prior to the closing date, but all complete applications received up to the application deadline must receive full and equal consideration.
- C. Prior to evaluating applicants, the screening committee shall develop an evaluation form using the criteria and requirements specific in the position announcement. The evaluation form must be sent to the Coordinator for clearance prior to evaluating candidates.
- D. After reviewing all applications, the screening committee will select a small group of candidates (short list) for further evaluation.
- E. The search committee chair shall meet with the Coordinator to review the selection process and reasons why certain candidates are in the short list and certain candidates are not.
- F. Conference phone interviews may be appropriate to further evaluate the candidates in the short list. All search committee members should participate in the phone interviews. A questionnaire should be developed, approved by the Coordinator, and used for all interviewees in a consistent manner.
- G. The search committee selects top candidates and submits the list and their resumes to the next level supervisor for review and approval for campus visit. For faculty positions, the next level supervisor must seek an approval by the Provost and Vice President for Academic Affairs for campus visit.
- H. The Search Committee Chair must provide the Coordinator the list of top candidates. The Coordinator must approve the candidates before they are invited to campus.
- I. The top candidates are invited for campus visit.

VIII. Campus Visit

- A. The search committee will make travel arrangements.
- B. Candidates may be expected to pay their own expenses and to receive reimbursement upon presentation of receipts. Travel expenses for candidates'

spouses are not paid by the College unless exceptions are made by the appropriate Vice President or President prior to the visit.

- C. At a minimum, the applicant should meet with the next level supervisor and related faculty and/or staff. When appropriate, candidates should give a lecture and/or presentation and should be given an opportunity to meet with students.
- D. All candidates must be treated as equally as possible in terms of their travel arrangements and campus visit schedule.
- E. Evaluations of the candidates by the search committee must wait until all campus visits are completed.

IX. The Offer

- A. After conclusion of campus visits, the Search Committee Chair presents the Committee's recommendations to the next level supervisor.
- B. Before an offer is made, the search committee chair shall meet with the Coordinator to determine adequacy and validity of the search. The Coordinator will inform the next level supervisor whether the search is deemed valid.
- C. The next level supervisor seeks approval from the appropriate Vice President or President and makes an oral offer to the top choice candidate.
- D. Only the President is empowered to recommend to the Board of Trustees appointments to the Fort Lewis College faculty and staff. However, the next level supervisor is designated to negotiate the terms of contract with potential employees.
- E. If the candidate selected rejects the offer, the next level supervisor should consider other available options with the appropriate Vice President or President and make another oral offer.
- F. If the candidate selected accepts the offer, the next level supervisor starts the process of sending a formal offer letter out by the President.
- G. Upon successful completion of the search, unsuccessful applicants should be notified as soon as possible. If requested by applicants, non-confidential material can be returned to them but an appropriate record of materials returned should be kept in the file.
- H. The Search Committee Chair must submit the "Search Summary" form to the Coordinator within two weeks of completion of search.

- I. The receipt of the “Search Summary” form concludes the search.
- X. Documentation
- A. Search files and records, including all applicant files, must be retained in the Department office for at least three years following the conclusion of the search.
 - B. Official personnel files, including original undergraduate and graduate transcripts, are maintained in appropriate Vice President’s office.
- XI. Policy for Waiver of Exempt Staff Search in Case of Internal Promotion
1. Under extraordinary circumstances, it is possible to waive a search for an exempt staff position by internal promotion.
 2. The request for waiver of search should be submitted by the next level supervisor to the Coordinator. The request must provide detailed reasons why the candidate should be promoted to the vacant position without a formal search.
 3. The Coordinator will review the request based on the following criteria:
 1. Existence of under-representation of women or ethnic minorities in the designated department or administrative unit and the candidate is of the under-represented group;
 2. Anticipated difficulty in locating and hiring a person of the under-represented group;
 3. Record of the department or administrative unit in its commitment to locating and hiring persons of the under-represented group; and
 4. The effect of the College’s commitment to affirmative action on this proposed promotion.
 4. The Coordinator may solicit confidential opinions from those who would be affected by the proposed internal promotion.
 5. The Coordinator will notify the person who requested the search waiver of the decision in writing.
- XII. Emergency Searches

It is recognized that emergencies may occur which prevent full compliance with the search procedure. In that event, prior to search, the next level supervisor must seek in writing approval of an emergency search from the appropriate Vice President and the Coordinator explaining why an emergency search is needed, how the position is going to be filled temporarily, and laying out the plan for a search to fill the position on a permanent basis. The person responsible for emergency hiring will notify the person hired that it is a temporary appointment of no more than one year.

Approved: April 10, 1985

Revised: August 18, 1987; August 24, 1987; June 28, 1989; 7/2/1991; November 2, 2005.