**Resources: There are three focal points at Fort Lewis College with regard to hiring: Academic Affairs, EO Coordinator, and Human Resources. You are encouraged to contact them if you have any further questions. When a department has received final approval to search for a faculty member from the Provost, the Dean will notify the Associate Dean and initiate a process for advertising the search, selecting a search committee, and beginning the search.**

* Search Committees Composition
  + Search committees are typically comprised of 3-5 members. The Department Chair typically does not serve as a member of the search committee.
  + Most search committees are comprised only of departmental faculty. Small departments often include external members from other departments. Searches for interdisciplinary positions often include members from other departments.
  + Committees should be diverse in all senses of the word, from race, color, ethnicity, gender, age, and experience to disciplinary focus, academic training, and educational philosophy.
  + Department Chairs should have the search committee composition approved by the Dean.
* Search Chair will contact EO coordinator to establish a SharePoint site and schedule a meeting to discuss FLC’s diversity hiring initiative, search procedures, required forms, electronic signatures, and document housing and retention.
* Search Chair will work with EO Coordinator to complete and submit to the HR Director for approval the Job Description utilizing the Job Description Template.
  + Application materials should be used to encourage a diverse range of applicants. A complete application must include a cover letter or statement of interest that describes the applicant’s commitment to teaching students from a wide range of backgrounds. “Please include details regarding how your course design and personal and professional experiences allow you to encourage a learning environment grounded in equity and inclusion. How do you envision contributing to Fort Lewis College’s commitment to equity and inclusion?”
  + No letters of recommendation will be required of applicants.
  + Application need only to include a cover letter or statement of interest, CV, and reference list with contact information (a minimum of 3 references). Additional materials can be requested of finalists.
* Search Chair and EO Coordinator will work together to complete “Form 1 Position Approval Form”. EO Coordinator will initiate the Adobe Sign.
  + **Position Description:** Understand the position description. Every member of the search committee should read the advertisement and become thoroughly familiar with the requirements advertised. Specifications in the advertisement must be followed- i.e., if the position has been advertised only at Assistant Professor level, a hire cannot be made at a higher level.
* Search Chair and EO Coordinator will work together to complete “Form 2 Search Committee Agreement”. EO Coordinator will initiate the Adobe Sign.
  + **Confidentiality:** Details of the search should not be discussed outside of the committee. Under the Colorado Open Record Act, only the information about the finalist may become public. This is especially sensitive when you are dealing with internal candidates. If anyone asks you anything, refer him/her to the committee chair. If candidates call to inquire about the progress of the search or their prospects, chairs should tell them they will be notified as soon as possible. Individuals known to the committee members should be treated as anyone else. Where potential conflicts of interest arise because people known to committee members may apply for positions, the committee member should speak with the chair of the search committee to alert him/her of this, and they should determine (in consultation with the Dean’s office or the Equal Opportunity Coordinator) what steps should be taken to avoid conflict of interest. In some cases, it would be inappropriate for that individual to serve on the committee.
* First Meeting of Search Committee. Invite EO Coordinator and Associate Dean. Administrative Assistants will attend the mandatory first meeting of the committee search launch. This meeting will clarify search procedures, the function of the committee, individuals’ responsibilities and requirements for record keeping and confidentiality.
* Search Chair and EO Coordinator will work together to complete “Form 3 Search Advertising Check-Off”. Make sure to attach Job Announcement using template. Wait for approval. EO Coordinator will initiate the Adobe Sign.
* Search Chair to advertise position for a minimum of 15 days. Search officially starts when advertised outside of FLC. EO Coordinator will post job on the HR website and Chronicle of Higher Education.
* Administrative Assistant may need to research the cost of ads, maximum word counts, etc. Once the Dean and Provost have approved the ad and its placement, the department Administrative Assistant will place the ads.
  + The pre-approved allocation to spend on advertising is **$1,500**. Due to new advertising requirement, some additional funds may be available upon request to the Provost.
  + When the job ad is placed, please be sure to keep the original published job ad and front cover of the publication, which will be placed in the search file, which is returned to the Archives Manager at the end of the search.
  + **Outreach:** Each search committee in consultation with Associate Dean shall identify 5 leaders within the discipline of underrepresented groups and personally reach out to those leaders to invite applications from their students, colleagues, and networks.
  + An ad must be placed in a nationally distributed print publication, such as the Chronicle or the department discipline journal or newsletter, in addition to any web postings.
  + The search committee should mail/e-mail position announcements to minority groups, alumni associations, and organizations as part of their advertising campaign. The search committee should expand advertising of position announcement to publications that serve minority groups.
  + EO Coordinator will post and remove all faculty positions on our FLC website, [www.fortlewis.edu/jobs](http://www.fortlewis.edu/jobs)
  + Approval for any re-runs of an ad is made only on an exception basis.
* As Applications are submitted: Administrative Assistant to upload applicant materials in SharePoint in the “Applicants and Applicant Material” section. Administrative Assistant will keep records and be responsible for correspondence with applicants. The role on this will include the following.
  + - Creating and maintaining candidates’ files(Note: only you, EO Coordinator, and Committee Members have access to files)
    - Correspondence with applicants:
      * Email the Applicant Information Form as applications arrive.  
        **\*See Email Sample for the format of this email.**
      * Include in the email if any information is missing from their packet.
      * Complete Correspondence Matrix Template. Add applicant name to the Application Evaluation Matrix.
* DEADLINE for receipt of material submitted reached.
  + **Late Applications:** If a deadline has been specified, applications arriving after that date cannot be considered unless the deadline is extended, and all applicants are notified of the new deadline. One way to maintain the flexibility to consider applications arriving later is to advertise a position “open until filled” along with an indication of the date at which the committee will begin considering applicants.
* Search Committee screens applications ranking applicants using provided Evaluation Matrix.
  + **Qualifications:** All candidates must meet the minimum qualifications as stated in the published advertisement, without exception. The search committee should discuss which items on the job description are essential to the position, and what qualities are desirable but not essential. The broadest set of qualifications, rather than too specifically prescribed qualifications, is required to attract a diverse pool of candidates.
  + **Equal Opportunity:** Everyone should be considered equally with regard to letters of inquiry, telephone calls, Zoom/Skype/FaceTime interviews, campus interviews, teaching demonstrations, research presentations, etc. For example, search committees should agree on a common list of questions to ask all interview candidates, including internal candidates. (This does not exclude the possibility of different questions asked of different candidates as follow-ups to the common questions.) If an applicant seeks a personal meeting with a search committee member or chair (usually a candidate might say “I will be in town anyway and I would like to meet to learn more about the position.”) a meeting should not be granted.
* Search Committee develops short list
  + **Notes:** The committee chair should keep careful notes summarizing the decisions made regarding each candidate. These notes will constitute the official record of the committee actions and should be kept for three years by the department or forwarded to the Archives Manager at the conclusion of the search. The notes are important in the event of an equal opportunity challenge to the search. All other members of the search committee should be careful to shred any notes they may have kept during the search as soon as the search is complete.
  + **Email:** Search committee members should refrain from communicating about candidate evaluations on email. Email may be used for scheduling meetings and logistic support, but deliberations regarding candidates should be done face-to-face or Zoom in committee meetings. Emails may be used for seeking clearance from the EO Coordinator and/or Dean during the search process.
* Search Chair sends hiring matrix (which includes all applicants) and short list to EO Coordinator – CHECK POINT: Check with the EO Coordinator for approval of the interview list. Wait for approval. A failure to do so may result in declaring the search failed.
* Search Chair to notify candidates who did not qualify. \*Administrative Assistant can do these notifications if predetermined when listing the responsibilities at the first search committee meeting.
  + **Notifications:** Avoid premature notification of the status of the individual applicant. Whereas it is good procedure to not keep people in suspense too long, do not eliminate too many candidates too soon because your primary choices may not be available in the final stages of the search. The committee should agree on a reasonable secondary list of finalists.
* Committee to conduct Web Based Interviews (i.e. Zoom, Skype, etc.) **Committee needs to have their Outlook Calendars up to date to make scheduling interviews feasible for the Admin Assist.**
  + Candidates should be considered equally with regard to letters of inquiry, telephone calls, Skype/Zoom/FaceTime interviews, campus interviews, teaching demonstrations, research presentations, etc. For example, search committees should agree on a common list of questions to ask all interview candidates, including internal candidates. (This does not exclude the possibility of different questions asked of different candidates as follow-ups to the common questions.)
  + If an applicant seeks a personal meeting with a search committee member or Chair (usually a candidate might say “I will be in town anyway and I would like to meet to learn more about the position.”) a meeting should not be granted.
  + Web Based interviews should be scheduled in advance, with at least a day’s notice.
  + These interviews should be conducted by the search committee as a whole or by a sub-group of the search committee whose membership is consistent for all web-video interviews.
  + The first round of web-based interviews should be understood as only one part of the selection process and should not be used as a single determinant of whether a candidate advances in the search process.
  + A minimum of 10 web-video interviews or provide justification of why a lower number of web-video interviews is appropriate.
  + Administrative Assistant
    - Will reserve the Zoom Room (if using one)
    - Reach out to the committee for days/times that all can meet for these interviews.
    - Reach out to the short list with days/times the interviews will take place and assign which will work for the candidates.
    - Provide the committee with Zoom interview schedule and links
    - Provide the candidate with a calendar invitation that includes the Zoom link and any information the committee has requested of them for the web-based interview.
  + **Questions to Candidates:** While questioning candidates, be sure all questions relate directly to the person’s qualifications for the position or expectations and requirement for the position. Questions of a personal nature are not appropriate (e.g., childcare, marriage status, spousal employment, leisure activities, religion, political affiliation, etc.) unless the candidate voluntarily discloses personal information. However, it is not appropriate to inquire details of personal information. All committees or individuals scheduled to meet with a candidate participate in the search process. Therefore, the rules governing lawful questions apply to each subgroup.
* Committee to develop a short list for on-campus interviews. CVs need to be sent along to Dean with the short list.
* Search Chair to seek approval for on-campus candidates from Dean. CHECK POINT: Check in with Dean for approval of the final list for campus interviews (campus interviews need Provost approval, which will be secured by Dean)
* Search Chair to schedule on-campus interviews CHECK POINT: Check with Dean to see if the days you are wanting to bring candidates on campus will work with their schedules.
* Committee conduct for on-campus and/or video interviews
  + **See List of Requirement for On-Campus Visit below.**
  + Administrative Assistants do NOT pick up candidates from the airport or transport them anywhere off of campus.
  + *Number of candidates:*
    - A maximum of three candidates for campus interviews. Search chairs will talk with the Dean and provide a hard copy of the candidate’s application documents, including CV, before inviting candidates to campus.
    - Provost approval is required before arranging any on campus visits. Please consult with Dean to secure approval.
  + *Meals:*
    - **College will not reimburse for alcohol!**
    - Expense reports must include date, candidate name and members of committee attending.
    - Schedule at least one lunch alone with the students.
    - Meals should not exceed the published per diem rate for Durango. If you desire a higher rate, then pre-approval is needed from the Provost.
    - The maximum number of dinners allowed is 2 for each candidate. A total of 4 persons may attend dinner; this includes the candidate.
    - The maximum number of lunches allowed is 2 for each candidate. A total of 4 persons may attend lunch; this includes the candidate. Meals with the students will be at the San Juan Dining Hall or the Rocket Grill. A letter will be provided letting staff know to allow the meals and who to contact to invoice. Administrative Assistant: **See Lunch Letter Provided in SharePoint.**
    - The maximum number of breakfasts allowed is 2 for each candidate. A total of 4 persons may attend breakfast; this includes the candidate.
  + *Hotels:*
    - Some local hotels offer FLC rate. When available, using one of them should be a priority. The Strater is the preferred hotel. The college will reimburse only a single room rate. The maximum stay that the college will reimburse is 3 nights.
  + *Transportation:*
    - A member of the search committee should pick candidates up at the airport.
    - Airport shuttle should be arranged for late night and early morning arrivals. Buckhorn Limo services is the preferred transportation company, with Animas Transportation as a secondary option.
    - Rental cars cannot be charged to the recruitment budget.
    - Members of the search committee are responsible for transporting candidates to and from hotel.
    - Please **do not** ask departmental Administrative Assistants to drive candidates.
  + *Airfare:*
    - Administrative Assistants will coordinate with the candidate and make travel arrangements at the lowest reasonable cost.
    - Only allow economy class fare to be purchased.
  + *Supplies and Postage:*
    - Departments will be responsible for the office supplies, stationery, and duplicating and faxing expenses.
  + *Scheduling Campus visits:* 
    - Campus visits are challenging for all involved. Be sure to pace the visit carefully and to explain to candidates the expectations for their visits. A detailed interview schedule should be provided to candidates prior to arrival. All candidates must meet with the Dean while on campus. Be sure to check with the Dean’s Office for availability before scheduling a campus visit.

List of Requirements for On-Campus Visit

Search Chair is responsible for making sure the candidates know exactly what is expected of them during the on-campus interviews, what they need to prepare for, and what they need to bring. Ask the Chair if you need to relay any information to candidates preparing for the on-campus interviews. Be sure to check with the Dean for good days for candidates to come to campus prior to scheduling.

* A teaching demonstration. (Schedule the teaching and research presentations on different days of the two-day visit.)
* An opportunity to present and discuss research/creative work. Presentation should be publicized and open to the campus community.
* An opportunity to speak with students alone.
* Interview with the Dean. Administrative Assistant: Please attach CV to calendar invite for Dean to review prior to interview with candidate.
* Time to meet people on campus both in and beyond the department, who may relate closely to the candidate’s interests or responsibilities.
* A tour of campus (a good opportunity for a member of the committee, e.g., students, to have informal time with the candidate).
* A tour of town and an opportunity to learn about housing and living environment if the candidate is not from the surrounding area. A tour may be given by a local realtor who is not a family member of any of the departmental employees.
* Search Chair to email candidates who will not continue in the process. \*Administrative Assistant can do these notifications if predetermined when listing the responsibilities at the first search committee meeting.
* Search Chair presents recommendation to Dean copy Associate Dean – CHECK POINT: Check in with the Dean for approval of successful candidate. Wait for approval. A failure to do so may result in declaring the search failed.
* Verbal offer is made by Dean after consulting Provost
  + **Offer of a Position:** An offer, or promise of an offer, may not be made by anyone other than the Dean. The Dean will negotiate the conditions of the hire with the candidate and finalize the offer.
* Candidate Accepts (If candidate rejects offer – notify HR)
* FOR ADJUNCT/ VISITING INSTRUCTOR HIRES ONLY: Hiring Manager submits EAS form to Dean’s Office – Dean’s Office will sign and send to Provost Office. Position # for Adjunct = FAADJN and for Visiting Instructor = FAVIST. Provost Office will work with HR to send out contract/formal offer letter.
* FOR ALL OTHER FACULTY: Hiring Manager submits recommendation to Dean. Dean submits New Faculty Hiring Memo to Provost Office. Provost Office will approve and send memo to HR. Dean’s office will draft EAS form and both offices will work with HR to send out contract/formal offer letter.
* Search Chair to notify all remaining applicants. Administrative Assistants: If the Search Chair asks you, then you can send out the final notification of the close of the search. Different letters will be sent to candidates who participated at different levels in the search.  
  **\*See Email Sample for the format of this communication.**
* EO Coordinator to compete EO Search Summary
* **Diversity:** Fort Lewis College is an institution where the majority of students identify as a member of an underrepresented group. Fort Lewis College’s regional commitment to Southwestern Colorado and historical commitment to serve Native American and Alaska Native students makes us proud to have such a diverse student body. Fort Lewis College operates under a diversity hiring initiative. The goal of this program is to attract faculty committed to designing courses around equity, closing achievement gaps, improving retention, and empowering students of all backgrounds. The College policy in this regard strongly urges diverse candidate pools that include ethnic minorities and women in male-dominated fields. Whereas the job description, by being carefully worded, should attract a large and diverse candidate pool, it is the search committee who require that race-neutral policies be enforced. While diversity in background, experience, intellectual philosophy, cultural emphasis, etc. are matters of consideration so that the College offers diverse perspectives in academic disciplines, race, color and gender in and of themselves should not be matters of consideration when making an employment decision.

VISITING INSTRUCTOR SEARCH CHECKLIST

* For the most part this search follows the guidelines for the Tenure Track Search
* Differences:
  + Does not have an advertising budget
  + Does not have a campus visit
* Requires the Dean’s approval for hire