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THE EVERGREEN STATE COLLEGE

October 11, 1974

TO: All Faculty, Program Secretaries, Budget Unit Heads, and to  
Students via Sounding Board, Information Center, KAOS,  
Cooper Point Journal

FROM: Lynn Patterson, Academic Dean

SUBJ: Report of the DTF to Review Faculty Hiring Procedures

Attached find the final report of the DTF to review faculty hiring procedures. The report will be accepted by me after a two-week period of review by the community. Please read the report and send comments to me so that I may in turn direct comments to the DTF for any possible revision in a final accepted report. These comments should be in my office by October 25.

LP:gw

DTF members:

Carol Olexa, chairperson  
Will Humphreys  
Gil Salcedo  
April West  
Ken Donohue  
Rindy Jones  
Grace Cox  
Ed Reynolds  
Priscilla Bowerman  
Tomas Ybarra  
Bonnie Hiltz  
Kristine Fallstone  
Ramona Provost

Final Report of the DTF to Review Faculty Hiring  
Chairperson: Carol Olexa  
September 26, 1974

In accordance with our mandate to review the faculty hiring process we have generally examined the procedures used to date and addressed ourselves to a variety of specific problem areas. These included: how we can best handle the tremendous volume of unsolicited applications, how best assure the process is open and public, how best inform applicants of what we are looking for, how best generate completed files, how best keep applicants informed of their status in the process, how best schedule the procedure to fit our academic calendar and the labor market. Very importantly we considered TESC's Affirmative Action goals and ideals and the need to balance long-range college instructional needs with our annual hiring of faculty.

As a result of our discussions we propose several additions and alterations to the process as it has been conducted in the past. We have attempted to provide for maximum involvement by faculty, students and staff from crucial support areas in an orderly yet open and responsible process.

The proposed additions include the creation of an annual Instruction Needs DTF to be constituted by the Deans.

This DTF shall include students, faculty, staff and affirmative action representation. Beginning its work in early October, it shall acquire and examine information regarding instructional needs, goals and available resources from students, faculty, the counseling services, the admissions office, the Financial Aid and Placement office, Office of Co-op Ed, the Dean of Students, Curriculum Planning DTF and any other long-range planning groups operating on Campus. This DTF shall have as its mandate the review of needs, goals and available resources and the creation of both short-range i.e., one year, and long-range i.e., three-year hiring priority lists. Preliminary lists shall be

made public, that is published in the Newsletter, etc., at least two weeks prior to their being finalized. The resulting priority list shall then be made available for use by the Hiring DTF, the Deans and the Provost in the final of the step of the following proposed hiring process.

We further recommend that the hiring process itself be revised in accordance with the attached diagram. The groups of participants indicated in this proposed scheme, their purposes and decision-making functions are described below. At this point it should be noted that the process as here conceived has three fundamental steps: first, initial selection to nomination for completing a candidacy file; second, selection to active candidacy culminating in an invitation to visit campus for final interviews; and third, selection of those active candidates who will receive faculty contract offers.

#### THE HIRING PROCEDURE

##### Step One:

Step one in the hiring procedure begins with a written statement to the Dean of Hiring regarding an application for a faculty position. These can be considered as three types, based upon their origin. One type is a memorandum of nomination on behalf of a potential candidate from a member of the Evergreen community. Such statements shall be considered faculty candidacy nominations. The dean shall send the nominee a letter which describes our educational programs and the criteria for hiring and encourages the nominee to complete a file for further consideration. The second type may be an unsolicited letter of introduction and inquiry from an individual interested in joining our faculty. These letters shall be read by faculty representatives and a two-member paid student staff [see suggested job description attached] to be hired, given instruction and supervised by the Dean of Hiring. The faculty representatives and student staff shall examine and classify unsolicited applications into the following categories: A) definitely a potential candidate; B) definitely not a potential candidate; and C) no clear decision regarding potential candidacy. All women

and non-white\*minority applications shall automatically be classified by the student staff as type "C", no clear decision regarding candidacy and forwarded to the dean.

The third type of application letter may occur as a response to public announcements which may be sent to graduate schools, public agencies, etc. These announcements shall describe Evergreen educational programs, the criteria used in selecting faculty and the components required for completing an application file. Letters of introduction and/or recommendation from individuals or their faculty instructors, agency personnel, or their supervisors, etc., received by the dean as responses to Evergreen announcements shall be treated as unsolicited applications and initially read and classified by the student staff.

All applications classified as type "C", no clear decision, shall then be read by the dean who shall be responsible for categorizing and responding to them. Applications classified as type "A" definitely potential candidates, shall be sent letters by the deans similar to those sent to those individuals nominated by Evergreen members, i.e., letters describing Evergreen and our hiring criteria, and encouraging the nominee to complete files for further consideration. Those applications classified as type "B", definitely not potential candidates, shall be sent letters by the dean which discourage their pursuing application at this time.

The dean, with the assistance of the student staff, shall keep a record of all such applications and responses sent. The deans sending an encouraging or discouraging letter to an applicant marks the close of Step One for applicants. Those receiving encouraging letters shall herein be referred to as nominees.

\*It should be noted that the DTF deliberated over the use of the term "non-white" in this report. It was observed that the term is essentially a double negative, ambiguous at best. (As white refers to not-having-color, non-white refers to non-not-having-color?) It was proposed that the term "colored" would be more accurate and positive. However, the DTF elected to defer to the local contemporary custom of disregarding the inaccuracy and often negative quality of the various labels we use . . .

Step Two:

Step Two in the hiring process begins with the nominees' files being completed under the supervision of the Dean with the assistance of the student staff. The names of the nominees shall be publicly announced and their files kept accessible to members of the Evergreen community for comments from this point forward.

The Dean, in consultation with the Affirmative Action Officer, shall constitute a 12-member Hiring DTF to begin work in early January. This DTF should include as wide as possible an array of disciplines and areas of specialization and reflect affirmative action goals.

The purpose of the Hiring DTF shall be to review and classify all the nominees as active or inactive candidates. All nominees classified as inactive candidates shall receive letters from the Dean indicating their status as potential future candidates, etc. Inactive candidates' files shall be retained for review and possible reconsideration for two years following their initial application.

The Deans shall invite candidates from the active list to visit campus. As part of the invitation, candidates shall be informed that the campus visit is required in order to be eligible for a contract offer. The cost of the candidates' visits, including transportation and accommodations, shall be paid by the college.

Step Three:

Acceptance of the invitation by the candidates shall mark their entry into Step Three of the hiring process.

The student staff, under the supervision of the Dean, shall be responsible for organizing and publicizing the campus visits of active candidates. These visits shall be publicized at least one week prior to

the visit so that all Evergreen community members who desire to meet the candidates may do so. During the campus visit, the Dean of Hiring must make arrangements for the candidate to meet: (1) the Hiring DTF faculty members from the candidates' subject areas; (2) students interested in meeting the candidates; (3) staff representatives from Student Services, Cooperative Education, and the Registrars Office; (4) The Affirmative Action officer or his or her representative; (5) the Dean of Hiring; (6) the Dean of the candidate's subject area. The student staff shall arrange for additional introductions and interviews in accordance with the needs and expressed desires of the candidates, deans, Hiring DTF, and other Evergreen community members.

Following the candidate's visit to campus, members of the Evergreen community who met with the candidate shall be expected to contribute written statements of their observations and opinions to the candidate's file. A period of at least two weeks shall be provided after the campus visits during which written statements may be added to the candidate's file. Following this period, the Hiring DTF shall review the active candidates' files and select from them candidates to be recommended to the deans for contract offers. This shall normally be accomplished by the end of February.

The Deans shall then review the active candidates' files, consider the recommendations of the Hiring DTF and make their own selections from among the candidates. Prior to advising the provost, the deans shall meet with the Hiring DTF and discuss their selections. After this meeting the deans shall make their recommendations to the provost who shall have final appointing authority.

The provost shall offer to the selected candidates either a regular faculty three-year contract or a visiting faculty shorter-term contract. The latter shall be for full or part-time employment which expires at the end of the period stated in the appointment letter and which is not to exceed one year.

Upon completion of the process, the Dean of Hiring shall inform the Affirmative Action Officer, in writing, of the reasons for the selection or non-selection of all women and non-white active candidates.