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THE EVERGREEN STATE COLLEGE

December 13, 1974

TO: FACULTY, BUDGET UNIT HEADS, PRESIDENT McCANN, ED KORMONDY,
DEAN CLABAUGH, KAOS, INFORMATION CENTER, COOPER POINT JOURNAL

FROM: Lynn Patterson, Dean of Faculty Recruiting Desk

SUBJ: Final Report of DTF to Review Faculty Hiring Procedures

Last Spring I charged a DTF to review the faculty hiring procedures. The DTF has been helpful in clarifying current procedures and in developing guidelines for future use. I have accepted the report and will be using it to guide my efforts during the remainder of the year.

DTF members:

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

REPORT OF DTF TO REVIEW FACULTY HIRING
General Guidelines/Suggested Procedures
To be Reviewed at Dean/Faculty Recruitment Desk Discretion

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 the 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.

Early in the Fall the Deans and Provost, in consultation with Director of Co-op Ed, Dean of Student Services and Dean of the Library, will identify priority needs in faculty recruitment. These priority needs will be discussed with Dean-Faculty groups and made available for comments from students and staff through the regular information channels, and will serve to guide the Dean whose desk function is recruitment. It is understood that the Dean/Faculty Recruitment Desk will do a tremendous amount of active recruiting on this basis of those identified needs. It is recognized that in most instances we must be the "pursuer rather than the pursued" even though a substantial part of this report deals with ways that unsolicited candidates might more efficiently be dealt with.

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/Faculty Recruiting Desk 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 described 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 the Dean, interested faculty or "student staff" (see suggested job description attached) to be hired, given instruction and supervised by the Dean. The faculty 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 as type "C", no clear decision regarding candidacy and forwarded to the Dean or faculty. The Dean will review all letters before an actual response is made to a candidate.

if they be just as qualified

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 will describe Evergreen educational programs, the criteria used in selecting faculty and the components required for completion of 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 Deans, student staff, or faculty.

All applications classified as type "C", no clear decision, shall then be handled by the Dean who will 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, will be sent letters by the Dean which discourage their pursuing application at this time.

The Dean, and Dean's secretary, will 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.

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 will constitute a 12-member Faculty Screening DTF to begin work in early January. This DTF should include as wide as possible an array of disciplines and areas of specialization from the faculty and should

include representation of men and women, white and non-white. The Screening DTF will be "current" until new membership is appointed in the Fall.

The purpose of the Screening 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.

As the Screening DTF identifies people in the active files who appear to be especially interesting but who have not been interviewed or about whom more information is needed, it will inform the Dean/Faculty Recruiting desk. The Dean, with the help of secretary and student aide, will attempt to have such files completed and/or invite the candidate for a campus visit. As a part of the invitation the candidates will be informed that the campus visit is extremely important in being able to consider them for a contract offer. The DTF submitting this report believes that all possible efforts should be made to bring candidates to campus. We recognize the difficulty with this, especially regarding funds, but believe that given the unique curricular structure of The Evergreen State College it is as important for the candidate to visit and see us as it is for us to have the opportunity to interact with the candidates.

The cost of the candidates' visits, including transportation and accommodations, shall be paid by the college to the extent permitted by statute and current OPP&FM travel policy and availability of funds.

Step Three:

Acceptance of the invitation and/or the provision of necessary information requested by the Screening DTF by the candidates shall mark their entry into Step Three of the hiring process.

The Dean's secretary or 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 with the Information Center 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/Faculty Recruiting Desk will attempt to make arrangements for the candidate to meet: (1) the Review/Screening DTF faculty members; (2) students interested in meeting the candidates; (3) staff representatives from Student Services, Cooperative Education, and the Registrar's Office; (4) the deans and Dean of the Library; (5) the Provost. The Dean's secretary or student staff shall arrange for additional introductions and interviews in accordance with the needs and expressed desires of the candidates, deans, Faculty/Screening DTF, and other Evergreen community members.

Following the candidate's visit to campus, members of the Evergreen community who met with the candidate will 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 Screening DTF will review the active candidates' files and provide a list of candidates who would be most beneficial additions to the faculty (considering such priorities and other criteria as noted in the Faculty Handbook) to be considered by the deans for contract offers. This will normally be accomplished by the end of February.

The deans will then review the active candidates' files, consider the advice of the Screening DTF and make their own selections from among the candidates. If the deans wish to consider for a contract offer someone who was not on the Screening DTF's list for any reason (for example, new candidates for positions which become vacant later in the year) the Dean/Faculty Recruiting Desk will ask the current Screening DTF to review that candidate's file, using the same criteria as used during the initial screening process. The deans will make recommendations to the Provost, who will have final appointing authority. The Dean/Faculty Recruiting Desk will convey decisions to the Screening DTF and community as a whole. The Provost would inform the Public Information Office when signed contracts have been received.