

Loyola University Maryland

**SEARCH PROCEDURES for
FULL-TIME TENURE-TRACK FACULTY
POSITIONS**

Drafted by the Office of Academic Affairs

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OVERVIEW OF THE 2010-2011 SEARCH PROCEDURE: FULL-TIME, TENURE TRACK FACULTY

This document provides an overview of the full-time, tenure-track faculty search procedures and a detailed guide to conducting an effective and inclusive search. The goal of any search is to hire the best faculty candidates in this year's pool. New faculty members are colleagues who will help us better meet the needs of our students, prosper in the academic arena, and enrich the University community.

This search process charges department chairs, search chairs, search committee members, and department members with specific responsibilities that allow searches to run smoothly, legally, and successfully. When questions arise, the Dean's Office, the Office of Academic Affairs, and the Director of Talent Acquisition in Human Resources are available to help and provide timely advice.

This document contains:

- Official University search procedures
- Tips for making your search successful
- Lists of ideas and resources to build and implement an inclusive advertisement and recruiting plan

The printed and web-based versions of the 2010-2011 procedure feature a brief boxed summary of each numbered section. These "shortcuts" offer reminders about important forms, resources, practices, and options familiar to those who use this process regularly. In essence, the shortcuts direct search committee chairs, members, and general readers to the sections that are most helpful at any point in the process. More explanation of the shortcuts is provided in the section following them.

PROCEDURES FOR HIRING FULL-TIME TENURE-TRACK FACULTY

Why hire new faculty?

- To meet the academic needs of undergraduate or graduate students
- To strengthen and extend a department's offerings and scholarly production
- To assist the department as it shifts to meet new university requirements

Hiring new faculty at Loyola means hiring creative and productive scholars into a campus-wide community of scholars, though an individual will reside primarily in a specific academic department. The faculty, responsible for the quality of the undergraduate and graduate academic programs, shapes the intellectual climate on campus for students and visitors and is the strength of this university. As you begin the hiring process, consider your responsibilities as a search committee member or chair as an obligation you accept on behalf of your faculty colleagues in your department, throughout the campus, and for the advancement of the University. The Office of the Dean, the Office of Academic Affairs, and your colleagues appreciate your hard work across campus.



Departments are required to use the on-line search PeopleSoft application system provided by the Office of Human Resources to begin the search process. This system processes staff, administrator, and faculty applications efficiently and effectively. The electronic application collects basic information like name, educational history, and contact information, along with details about the effectiveness of paid advertising. Additionally, the electronic application collects demographic information about our applicant pools; this information helps to ensure that the search committee has access to a diverse pool of applicants. Questions about how to begin to use the on-line application system should be directed to the Director of Talent Acquisition in Human Resources at ext. 2354.

Brief Overview

The search process will begin once an on-line PAA form has been reviewed and approved by the Vice President for Academic Affairs. Then, in a pre-search orientation meeting with the Vice President for Academic Affairs, the Dean, the Office of Academic Affairs and Diversity, and Human Resources, all members of the department, including staff who will support the search, will discuss new and recent updates to the search process and hiring priorities. Next, the search committee will review the applications according to an agreed-upon and published set of criteria. Once the search committee has determined which applicants have met basic requirements, and before a group of three to four is selected for campus interviews, the narrowed pool must be vetted by the Dean. When a slate of on-campus interviewees has been developed, detailed dossiers and schedules for each candidate must be forwarded to the Dean, and the Vice President for Academic Affairs, if the Vice President or a designee will be involved in the interviewing process.

At this point in the process, the Office of Talent Acquisition in Human Resources should be told who will be visiting campus so that they can begin the background check process. This process should be complete within 48 – 72 hours. If the background check raises any concerns, the department chair, Human Resources, and the Dean will discuss this confidential matter.

Finally, after interviews have been concluded and the search committee has completed its discussions about candidates' qualifications, the committee will forward three names, unranked, to the Dean with a rationale for advancing each name for final consideration and possible offer. Typically, in the University of Arts and Sciences, the chair will make an offer in consultation with the Dean. In the School of Education and Sellinger School of Business and Management, the Dean will make offers of employment.

Throughout the search process, the chair of the search committee or the department chair may contact the Dean, Office of Academic Affairs and Diversity, or the Director of Talent Acquisition if questions arise.

The Search Process in Detail

Because a search that comports with the University's Strategic Plan and core values requires attention to specific details, a more finely delineated discussion of the search process follows. You will note that search chairs, search committee members, and department members have special responsibilities and are held to particular standards of performance during the process. Our goal is to hire the best faculty. Conducting transparent, fair, and inclusive searches is the best way to recruit and retain great colleagues.

To facilitate review of these details, the process is in outline form with additional explanation provided where needed. You will also find a *Frequently Asked Questions* section at the end that provides useful, short, and direct answers to basic questions about the process.

THE SEARCH PROCESS

1. Completing the on-line Position Announcement Authorization Form (PAA)

The department proposes to replace or hire a new faculty member. Obtain approval of the Cabinet Questionnaire first. Then, the department chair oversees the preparation of an on-line PAA form. The form is electronically forwarded for additional approvals.

- A) Cabinet Questionnaire and Position Announcement Authorization Form (PAA) begin the hiring process
- (1) Obtain a Cabinet Questionnaire (CQ) form from your dean's office or the Office of Academic Affairs. Complete this form and send it to your dean's office for review, approval, and forwarding. Once this form has been reviewed by the President's Cabinet and you have received word of this from the Office of Academic Affairs, you may move forward with the creation of your PAA form.
 - (2) The Position Announcement Authorization Form is available at [on-line PAA form](https://careers.loyola.edu/hr) (<https://careers.loyola.edu/hr>). You will need a guest username and password to log in to create a new PAA. Obtain this log in information from the Office of Talent Acquisition at ext, 2354. This office can answer any questions you have about using the on-line system.
 - (3) Complete as much of this form as possible. If you have questions about cost avoidance, salary, estimated recruitment costs, GL numbers, or other matters, your dean's office should have answers.
 - (4) Once the on-line PAA form has been completed, it will be sent forward electronically for further approval. Your position is not yet advertised until it has been finally approved by the Vice President.
- B) Recruitment Budget
- (1) Provide researched estimates for air and ground transportation, lodging and food, and other incidental expenses necessary to the search.
 - (2) Conference costs for search committee members are a matter for discussion between the dean and department chair.
 - (3) Chairs should consult with their Dean for any required additions to the PAA that are specific to their school.
- C) Space
- (1) Consider the need for additional lab space or supplies, office space and equipment, software, etc. when developing this PAA. Include your estimates on cost here, after discussing them with your dean.

D) Recruitment and Search Strategy

(1) Describe all of the approaches that your department will use to attract a broad and diverse pool of applicants who are supportive of the University's commitment to a liberal arts education, diversity, academic excellence, social justice, focus on the whole person, service, and leadership. This list should include conferences, personal contacts of faculty members, specialized list serves and other electronic means, print media, conferences, regional meetings, etc.

E) Advertising content for external sources

(1) The Office of Academic Affairs and Diversity recommends *The Complete Academic Search Manual: a Systematic Approach to Successful and Inclusive Hiring*¹ (available from the Office) as an invaluable resource when planning and proceeding through the search process. Use this manual, especially chapter 2, to develop advertisements. Contact the Assistant Vice President for Academic Affairs and Diversity and the Director for Recruitment and Employment in Human Resources for support and advice in developing the advertising copy. If you have a departmental home page, please include the site's address in your ad copy.

(2) Advertising the Position

(a) The University advertises tenure-track positions nationally. The ad may include one the following statements:

Loyola University Maryland is a dynamic, highly selective, Jesuit Catholic institution in the liberal arts tradition and is recognized as a leading independent, comprehensive university in the northeastern United States. Located in a beautiful residential section of Baltimore with Graduate Centers in Timonium and Columbia, Loyola enrolls over 3,500 students in its undergraduate programs and 2,400 students in its graduate programs.

The University welcomes applicants from all backgrounds who can contribute to its educational mission. Loyola is an Equal Employment Opportunity Employer, and welcomes applications from underrepresented groups, regardless of religious affiliation. Additional information is available at www.loyola.edu.

Or, in the alternative,

Loyola University Maryland, located in Baltimore, Maryland, is a dynamic, highly selective, Jesuit Catholic institution in the liberal arts tradition. It is highly ranked among the leading independent, comprehensive universities in the northeastern United States. Committed to intellectual excellence, diversity, and

¹ For examples of the difference between a position description and a profile, and how they are used to create an advertisement, see Lauren A. Vicker and Harriette J. Royer, *The Complete Academic Search Manual: A Systematic Approach to Successful and Inclusive Hiring* (Sterling, VA: Stylus, 2006), pp 10-15.

social justice, the University enrolls over 3,500 students in its undergraduate programs and 2,400 students in its graduate programs located on three campuses.

Loyola University Maryland offers a competitive total compensation package, including excellent retirement benefits. Application review will begin on [date] and will continue until the position is filled. For more information about this position, and to apply, please go to www.loyola.edu/careers to complete the online application. Electronic submission of a preliminary application is required of all applicants.

The University welcomes applicants from all backgrounds who can contribute to its educational mission. Loyola is an Equal Employment Opportunity Employer, and welcomes applications from underrepresented groups, regardless of religious affiliation. Additional information is available at www.loyola.edu.

(b) Your advertising copy will be reviewed by the dean and the Office of Academic Affairs and Diversity during the electronic forwarding process. These reviews will be conducted in light of word and space limits imposed by external sources.

(c) With regard to the University's official Equal Employment Opportunity (EEO) language, the following is the acceptable minimum: *The University welcomes applicants from all backgrounds who can contribute to its educational mission. Loyola is an Equal Employment Opportunity Employer, and welcomes applications from underrepresented groups, regardless of religious affiliation. Additional information is available at www.loyola.edu.*

F) Required and desired position qualifications

(1) A list of essential requirements and functions of the faculty position must be included on the PAA. These will include education, teaching load, special advising responsibilities, etc.

(2) Additionally, a list of desired skills and capacities must be included on the PAA. These will include special teaching interests, ability to bring a diverse pedagogy or research interest to the department, etc. Consider factors that will help the department meet the changing needs of students, develop new areas of research and course offerings within the department, and/or meet the needs and requirements of new institutional policies and the Strategic Plan.

G) Print and Electronic advertising venues

(1) Specificity is required in the print and electronic venues sections. Name each print or electronic venue you will use to advertise your position. If these venues serve special populations (women, people of color, etc.) make this clear here. Departments are expected to take the lead in finding and developing these lists. If you need assistance you may contact the Office of Academic Affairs and Diversity or the office of Talent Acquisition.

H) Calendar

- (1) Include in the search calendar dates for specific recruitment activities (conferences, mailings, etc.), application review periods, dates for on-campus interviews, and dates when recommendations will be made to the dean. Dates may be approximate, but will give all parties involved an opportunity to plan appropriately.
 - (2) When possible, departments should include the pre-search orientation meeting in the schedule.
- I) Primary contact person, the delegate, and the external member
- (1) List as the primary contact person either the search chair *or* department chair. This should be someone who can answer questions about the position description, the search process, etc. on behalf of the department.
 - (2) The delegate is typically an administrative support person who may be typing the PAA into the system, retrieving applications and materials from the system, and keeping the search organized for the department. This person will need guest log-in information to gain access to the search site.
 - (3) All search committees must include an external member, someone who is not in the department but who is working with departmental colleagues to select the best faculty applicant. Discuss a slate of possible external members with your dean. External members function as do departmental members on all search committees except in one function. Typically, external members do not attend disciplinary conferences. Some initial interviewing may occur at these conferences. Any opportunity the department has to review applications before the conferences with the external member should be exploited, therefore.
 - (4) All search committees must include one member from another department who has been approved by the Dean. This member is to be regarded as any other full member of the search committee, and will read all applications, attend all meetings, and participate in the process as fully as possible. Nonetheless, this member will not be required to attend professional meetings where applicants may be interviewed.
- J) Documents associated with this posting
- (1) There are two types of documents that are associated with position announcements.
 - (a) Documents that ***must*** be associated with the posting typically include a cover letter, a *curriculum vita*, and often a writing sample. The application will not be processed and completed without the addition of these items.
 - (b) Documents that ***can*** be associated with the posting may be additional writing samples, a syllabus, a teaching philosophy statement, or other documents. The application can be processed without the addition of these items.

2. After the on-line PAA Form has been completed

The PAA form is complete and must now be reviewed by the Office of Academic Affairs, the Dean and finally, the Vice President for Academic Affairs. Once final approval is obtained, the position will be advertised by Human Resources.

A) The PAA form undergoes review in the Office of Academic Affairs.

(1) Review at this level includes review of total costs for the position and advertising for the most inclusive pool of applicants.

(2) If additional revisions are required, the primary contact person or the dean's office will be notified. The dean's office may review the PAA once again. Once changes are finalized, the Vice President reviews and finally approves the search for advertising by the Office of Talent Acquisition.

(3) Before the search committee begins to review applications, the committee should meet with the dean, the Vice President for Academic Affairs, the Assistant Vice President for Academic Affairs and Diversity, and the Director of Talent Acquisition to review updates to the search procedures and guidelines and to discuss questions they may have about the search process.

(a) The search committee chair must check in with Talent Acquisition periodically to ensure that ads are placed in a timely manner. To follow-up on ad placements, contact the Director of Talent Acquisition in Human Resources.

(b) At this point, the Search Committee actively engages in the recruitment process by ensuring that advertisements have been placed in all appropriate professional journals and at professional organizational meetings, making professional contacts, and sending letters announcing the position(s) to programs, graduate program directors, and individuals who may have contact with eligible people.

Throughout the search process, the Dean, the Assistant Vice President for Academic Affairs and Diversity, the Assistant Vice President for Human Resources, and the Director of Talent Acquisition are available to the Search Committee and the Department as resources to ensure the committee's success and the "best hire".

3. Application Review, Acknowledgement and Evaluation

The search committee begins the screening process by developing tools it will use to review applications and candidates throughout the process. The committee shares these tools with all who will encounter the candidates. The committee then discusses and selects a limited list of candidates for campus visits, and a complete dossier is compiled and distributed on each candidate. Search committee chairs have special responsibilities.

- A) The search committee develops an initial screening rubric² that all committee members will use to evaluate each dossier.
- (1) The screening evaluation form or rubric must be published and shared with the Department, the Dean, and the Assistant Vice President for Academic Affairs and Diversity ***before*** use.
 - (2) Once the Dean and the search chair have vetted it, the rubric will be used by all search committee members to review applications and as the basis of discussion of all applications.
 - (3) Records must be kept of all decisions made about each application, noting applicants who will move forward in the process, those put on hold, and those rejected at this initial stage.
 - (4) Additionally, a fair sampling of correspondences with applicants must be saved.
- B) In accord with ordinary practice in the discipline, search committee members may conduct preliminary interviews at professional meetings or conferences, if approved on the PAA form. To avoid concerns about propriety during the tension of conference interviews, conduct all conference interviews in a professionally configured suite that is not in a standard hotel bedroom. Committees will want to secure a separate meeting space in which to conduct interviews.
- C) The search committee members review applications and develop a list of approximately 10-12 applicants who meet established and published criteria and merit consideration for campus interviews. The search chair reviews this list and applicants' credentials with the Dean for quality, diversity, and commitment to mission. The two determine which 3-5 comprise the short list for campus visits in light of the committee's choices.
- (1) If the search chair believes a candidate who will be visiting campus may request an abbreviated probationary period or appointment at a higher rank, the matter should be referred to the Department Chair.
 - (2) The Department chair reviews the Rank and Tenure Policy Statement, making special note of Article 4.2, which deals with the probationary period. If there is a possibility that an appointment may be made with tenure or with a shortened probationary period, the Department Chair should review the July 2008 Board on Rank and Tenure Policy Statement for specific considerations and ordinary practices.
- D) With regard to applicants who do not merit consideration beyond this point in the search, the search chair should contact them to indicate that they are no longer in consideration for the position. This may be done with a polite standard letter thanking them for their interest in Loyola and wishing them success in their searches.

² Excellent examples of screening evaluation forms are available in Vicker and Royer's *The Complete Academic Search Manual*, 27-36.

E) Once the list of 3-5 candidates who will visit campus has been finalized, the search chair has four distinct responsibilities.

(1) The search chair must inform the Director of Talent Acquisition which candidates will visit campus. This will initiate the background check processes. The process takes approximately 48-72 hours. Informing HR early ensures the check will be completed before you have finalized travel arrangements for candidates.

(2) The search chair must request an essay from each visiting candidate that addresses the candidate's understanding of the University's educational mission, and educational mission founded in the Jesuit tradition. The Jesuit mission essay is still required of all candidates for faculty positions. The essay should allow those candidates departments have invited to campus to discuss at least one of the following matters:

- i. *How the Jesuit Core Values or Jesuit mission can inform and/or support their teaching, research, and scholarship;*
- ii. *How the candidate envisions themselves contributing to the Jesuit educational mission university-wide or in their discipline, on-campus.*

Additionally, it is incumbent upon the search chair to remind candidates that the University is an equal employment opportunity employer, does not hire based on religious affiliation, and supports faculty academic freedom.

(3) The search chair must ensure that a complete dossier is created for each visiting candidate and distributed to the Dean and those external to the department who will be interviewing the candidate (if any).

- (i) A complete dossier consists of:
 1. cover letter and vita;
 2. official transcripts of all undergraduate and graduate work;
 3. candidate's essay addressing the Jesuit Core Values and our educational tradition (instructions are contained on the Faculty Applicant Dossier sheet);
 4. three (3) letters of recommendation submitted directly to the Search Committee Chair by recommenders;
 5. a recent publication and/or a research proposal.

(4) The search chair and support staff member must develop a detailed visitation itinerary for each candidate and share that detailed schedule with those who will interview the candidate. Include the Dean in the distribution list.

F) The search committee chair, the Dean, the Assistant Vice President for Academic Affairs and Diversity, or Human Resources may review the pool regularly through the on-line site to ensure that it is as inclusive and as strong as possible. If there are questions about the pool's viability, these parties will determine whether the search should be interrupted to enrich the pool. In cases in which the search pool lacks sufficient numbers of qualified applicants or sufficient diversity, the search may be extended or canceled on the Dean's determination in consultation with the Vice President.

G) The search committee sends those invited to interview on-campus a campus and city information packet that includes:

- (i) information from Human Resources, including a document summarizing the University's benefits package,
- (ii) undergraduate and graduate catalogues,
- (iii) the vision and values statements,
- (iv) a copy of the current Strategic Plan,
- (v) a copy of the Rank and Tenure Policy Statement,
- (vi) other recruitment materials,
- (vii) other general information,
- (viii) and pertinent information about the department and the City.

H) As the candidates are invited, they must be informed that they must undergo a *confidential* background check, as is required for all new employees and final candidates for positions on campus. The search chair must forward their names to the Director of Talent Acquisition who will begin the background check process. The process takes 48-72 hours to complete. Problems associated with the background check are quite rare.

(1) The background check is **confidential**. Only the department chair, not the search chair, the Assistant Vice President for Human Resources or a designee, and the candidate will be aware of any concerns that may be raised by the check.

(2) If problems arise during the check, the aforementioned parties will discuss the matter to determine its importance. These parties will make a determination about whether the candidate will move forward in the process.

4. On-campus Interviews

Search committee chair forwards candidates' names to Human Resources and invite selected candidates for campus interviews *simultaneously*. Search chairs also ensure that detailed dossiers and schedules for candidates and interviewers are prepared and distributed to those who will interview. Additionally, the search committee prepares an evaluation form for interviewers. Search committee members and all who will interview should review interviewing guidelines before candidates arrive.

A) As the search committee prepares for the on-campus interviews, members should develop an interview evaluation form that all who interview will complete and submit to the search committee.

B) Detailed schedule development begins with determining when the Dean is available to meet with the candidates. If the Vice President for Academic Affairs and/or the President is to participate in the interview process, the search chair or support staff person makes these contacts to determine best times and dates. The Vice President and President participate in the interview process if some special interest requires their participation. Check with their offices to determine their availability.

- (1) If the candidate is a Jesuit, he should also meet with the Rector of the Jesuit Community.
 - (2) When scheduling interviews for any candidate, determine whether the candidate wants to meet members of the faculty from other departments or local community. Consider the candidates expressed research interests, home institution and program, other expressed special interests, or hobbies and learn whether you may be able to find another person on campus with common interests. For example, if a candidate in the SSBM indicates on her *curriculum vita* that she regularly researches with social scientists, consider whether a faculty member in one of our social science departments may have similar interests and be available for a meal or a brief discussion with the candidate. This may help recruit the candidate. This customization may be done on a candidate-by-candidate basis.
- C) Before candidates arrive on campus, they should receive:
- (1) a detailed, final draft copy of the interview schedule that includes names and titles of all persons scheduled to meet with the candidate during the visit;
 - (i) Any changes made to the schedule should be indicated on an updated schedule delivered to the candidate upon arrival.
 - (ii) The schedule must include accurate contact information (cell phone numbers) for the search chair, restaurants, departmental office, and other on-campus contacts so that the candidate can depend on the schedule to remain oriented throughout the visit.
 - (iii) A 30 -60 minute meeting with a Human Resources representative to discuss benefits and other matters related to work life must be included in each visitor's schedule. Schedule this meeting through the Director of Talent Acquisition in Human Resources.
 - (iv) It is understood that Loyola values teaching. Consequently, all candidates should be asked to teach a class and/or make a faculty (scholarly) presentation during their visit.
- D) Typically, departments underwrite campus interviewees' travel, food, and lodging expenses. Nonetheless, candidate reimbursements may still be necessary. Candidates should be told that they will be reimbursed for expenses supported by receipts.
- (1) Ensure that candidates have the appropriate address and phone contact to submit and follow-up on reimbursements. All candidate reimbursements must be made within two weeks of submissions of receipts. The department administrative assistant should request all information required (home address, social security number, etc.) to facilitate timely reimbursement when scheduling the interview visit.
- E) The search committee chair must ensure that all who will interview the candidate either have or have access to the candidates' complete interview dossier *before* the interview day.
- (1) The interview dossier includes the following items:

- (i) candidate's interview schedule
 - (ii) candidate's cover letter and vita
 - (iii) candidate's essay
 - (iv) recent publication and/or research proposal
 - (v) letters of recommendations
 - (vi) candidate's transcripts
- F) When students are included in the interview process in classes or in private meetings, it is the search chair's responsibility to ensure that they are aware of guidelines and limitations governing interview questions and evaluation of candidates.
- G) Department may use any free time to acquaint the candidate with the University and with the Baltimore community. This must include one or more meals off-campus with at least some members of the Department.
- (1) Department members should keep in mind that these informal events are also part of the interview process and should be restricted to University personnel only. For example, it is inappropriate to invite to dinners those who are not part of the interview process (e.g., spouses, friends).
 - (2) Entertainment of this sort should be within the search budget.
- H) All students, faculty, staff, and administrators who interviewed the candidate in class, private meetings, or in an open forum must complete and return the evaluation form to the search committee. The search committee will review each form and consider it when ranking finalists.
- I) The search chair ends the on-campus visit by providing the candidate with information about the process and a **general** timetable for making a decision. ("Example: We are still engaged in our search process and would like to have things wrapped up in the next 3-4 weeks, at the latest, and hopefully sooner."). *Candidates should not be informed of details and exact timelines for the process, including their place in the order of candidate visits.* Candidates should be asked if there are any mitigating circumstances, other offers, extended travel plans, or other issues of which the Department should be aware during the process. Remind candidates to contact the search chair if their circumstances change during the search process.

5. Selection and Appointment

The search committee's discussion of the candidates and their credentials must be conducted in light of the rubrics, required qualifications, preferred qualifications, and departmental needs. The search chair discusses the unranked list of candidates with the Dean, and then returns to the department to finalize the ranking of candidates. Once a candidate has verbally accepted an offer, an Employee Recommendation (ER) form is forwarded electronically to the Dean and the Office of Academic Affairs for final review and approval. A contract is then issued, negotiations completed, and the hire made. The search has ended successfully.

- A) The search committee chair presents the dean with a letter containing an *unranked* list of candidates.
- (1) The letter details the pros and cons of each candidate, according to the considered views of those who interviewed the candidates.
 - (2) If the number of acceptable interviewees is small, the department or the Dean may decide to invite other candidates to campus before proceeding with further consideration of candidates.
- B) Along with the letter to the Dean containing an unranked list of candidates, the search committee may include a list of ranked candidates based on the pros and cons noted for each candidate.
- C) Once the Dean has approved the unranked candidates, and the department has determined to whom an offer will be made, the making of the offer proceeds as follows.
- (1) Typically, in Loyola College of Arts and Sciences, the department chair will make an offer of employment in consultation with the Dean.
 - (2) In the School of Education, the Dean will make offers of employment.
 - (3) In the Sellinger School of Business and Management, the Dean will make offers of employment.
 - (4) Discussions of compensation packages happen at this point, between the Dean and the candidate, or, in the case of Loyola College of Arts and Sciences, between the department chair and the candidate, with the consultation of the Dean.
 - (5) Candidates may be given only a reasonable period to deliberate about an offer. That “reasonable period” is a function of current market conditions and will vary by search season.
- D) Once the offer has been made and verbally accepted, the department chair completes and forwards the original PAA form to the Dean. (This electronic process does not require a separate employment recommendation form.)
- (1) The department chair completes the PAA and then forwards it to the Vice President for Academic Affairs. If approved, the Vice President for Academic Affairs finalizes the form, and Human Resources completes the hiring process. If expediting the approval and signature process is necessary, the Chair should inform the Dean.
- E) The Dean prepares the letter of appointment (the contract) with copies to the Department Chair and Human Resources.
- F) When the Dean receives a written acceptance to the offer from the new hire, the Dean forwards copies of the written acceptance to the Department Chair and to Human Resources. Then, the department chair send the new faculty member the required I-9 and other tax forms which can be

obtained from Human Resources, along with a welcoming letter. Human Resources contact the new hire as necessary hereafter.

- G) In order to close the search with regard to the other candidates, the department chair calls or writes those candidates who had on-campus interviews, tells them the position has been filled, thanks them for their interest in Loyola, and wishes them well. Department Chair also informs other applicants that the position has been filled.
- H) In cases in which the candidate does not accept an offer, an offer should be made to the next ranked candidate.
- I) When no offers are made or no offers are accepted, the search is a failed search. In this case, the Dean and the department chair should meet to determine what happened in the search process and the market to hamper the search. Then, the Dean will discuss this matter with the Vice President for Academic Affairs to determine next steps.
 - (1) In a failed search, the search chair must write a letter to applicants informing them that the search has been closed. Thank them for considering Loyola, and wish them success in the search process.

6. Records

Keep confidential records for each search in the department, and separate from employee personnel files, for *two* years following each search.

- A) The search department must keep written records of the recruitment and selection process for at least two years after the close of a search, whether that search has been successful or not. These records should include information on advertising, recruitment letter(s), e-mail messages, telephone calls, applications received, interviews at professional meetings, letters of appointment or rejection, and specific steps taken to recruit candidates who are women, Jesuits, or people of color.
- B) If the finalist is a non-US citizen, the need for maintaining complete records is even more important. In that case, Human Resources will need these records to process the necessary documents in order to obtain the appropriate visa. The finalist has 18 months from the time an offer is made verbally to obtain a permanent visa. A temporary visa may be obtained for up to 6 years. Note that the time for obtaining a visa begins with the *verbal offer*, not the date of the signed contract. Consequently, good recordkeeping and timely movement of paperwork is important to retaining international hires.

LIST OF SHORTCUTS THROUGH THE 2010-2011 FACULTY SEARCH PROCEDURES

These shortcuts are most useful to those who have significant experience with the search procedures. More explanation of each shortcut is available in the main document

1. Completing the Position Announcement Authorization Form (PAA)

The department proposes to replace or hire a new faculty member. Obtain approval of the Cabinet Questionnaire first. Then, the department chair oversees the preparation of an on-line PAA form. The form is electronically forwarded for additional approvals.

2. Completing the Position Announcement Authorization Form (PAA)

The PAA form is complete and must now be reviewed by the Office of Academic Affairs, the Dean and finally, the Vice President for Academic Affairs. Once final approval is obtained, the position will be advertised by Human Resources.

3. Application Review, Acknowledgement and Evaluation

The search committee begins the screening process by developing tools it will use to review applications and candidates throughout the process. The committee shares these tools with all who will encounter the candidates. The committee then discusses and selects a limited list of candidates for campus visits, and a complete dossier is compiled and distributed on each candidate. Search committee chairs have special responsibilities.

4. On-campus Interviews

Search committee chair forwards candidates' names to Human Resources and invite selected candidates for campus interviews *simultaneously*. Search chairs also ensure that detailed dossiers and schedules for candidates and interviewers are prepared and distributed to those who will interview. Additionally, the search committee prepares an evaluation form for interviewers. Search committee members and all who will interview should review interviewing guidelines before candidates arrive.

5. Selection and Appointment

The search committee's discussion of the candidates and their credentials must be conducted in light of the rubrics, required qualifications, preferred qualifications, and departmental needs. The search chair discusses the unranked list of candidates with the Dean, and then returns to the department to finalize the ranking of candidates. Once a candidate has verbally accepted an offer, an Employee Recommendation (ER) form is forwarded electronically to the Dean and the Office of Academic Affairs for final review and approval. A contract is then issued, negotiations completed, and the hire made. The search has ended successfully.

6. Records

Keep confidential records for each search in the department, and separate from employee personnel files, for *two* years following each search.

Frequently Asked Questions

The Full-Time, Tenure-Track Faculty Search Process

The search process is designed to help academic departments recruit and hire the best candidates currently available for open positions in their departments. While the process changes a little each year, changes are made that may be important to the progress of your work as a member of the search committee or as the leader in a departmental search process.

This page is designed to help you find quick answers to some of your questions. If you need additional clarification, go directly to the [search procedures](#), or call the Office of Academic Affairs and Diversity at 2988, or Director of Talent Acquisition at 1364.



1. *What happens during a search orientation meeting?*

Search orientation meetings are the scheduled meetings search committees and departments have with the Vice President for Academic Affairs, the Dean, the Assistant Vice President for Academic Affairs and Diversity, and the Director for Recruitment and Employment. These meetings are designed to inform departments of recent annual updates to the search procedures, review basic guidelines for interviewing and evaluating candidates and their credentials, and share the campus' developing body of knowledge on searching successfully for faculty who help us meet our educational mission.

2. *I'm not a member of my department's search committee. Why do I have to attend a search orientation meeting whenever my department conducts a search?*

New faculty join a department and a larger community of faculty, not a search committee. All members of the department will have an opportunity, then, to speak, dine, or share meaningful and decisive interaction with visiting candidates. As our search procedures indicate, there are reasonable, but valuable, guidelines that govern conversations and interactions with candidates. These guidelines are based on federal law, generally, and often set limits on what can and can't be asked or discussed with candidates. These details are covered in the search orientation meeting with plenty of opportunity to ask questions and pose hypothetical scenarios.

The goal is to conduct searches and search interviews, in particular, that leave the candidate feeling appropriately tested and fully respected. The search committee's goal is to feel that it has garnered as much salient and "legal" information as it can to make the best decision among top candidates. Attending the search orientation meetings, even if you are not officially on the search committee, allows you to operate with the freedom knowledge of the boundaries offers. Attending allows you to get fully engaged in the process, rather than sitting on the sidelines.

3. *Since the Position Announcement Authorization (PAA) form is available on-line, can I complete it there? Do I have to submit a paper form?*

Departments are very strongly encouraged to complete PAA forms on-line rather than using the paper forms. Human Resources and the Office of Academic Affairs are constantly working to upgrade the on-line PAA form to better meet departments' needs. Your suggestions on how we can modify the form should be sent to Dr. Martha Wharton, 120 Jenkins Hall, mwharton1@loyola.edu.

Nevertheless, the paper forms are still available. If you are going to use a paper version of the Position Announcement Authorization (PAA) or the Employment Recommendation (ER) forms, however, please be aware that the forms have been revised. Go to www.loyola.edu/xxx to get the updated forms.

Tips of the new forms:

- When completing the PAA form, provide as much detail as available in the New Space Requirements section. This will help determine space needs and the help to accurately define the "package" we can offer to a new hire.
- At the end of your search process, you will need to match the PAA with ER form to provide all of the necessary information to the Dean's office. This eliminates a lot of re-typing, but it means you must keep track of a copy of the original PAA form that initiated your search.
- To gather information about your search needed to complete the ER form, go to the on-line employment site, locate your position, click Reports, and use the data contained in the EEO report.

4. *What is the Administrative Assistant's role in the search process?*

Administrative assistants are often applicants' and interviewing candidates' primary contact with the department. Consequently, administrative assistants have to be up-to-speed on the details of the search process and the search committee's work. Like any other committee member, the administrative assistant must attend the search orientation meeting to learn about any recent updates to the procedures.

The administrative assistant

- maintains correspondences with the applicants,
- makes sure all committee members have access to applications and other materials associated with the search, and
- is an important contact for visiting candidates.

Typically, the administrative assistant makes arrangements for the safekeeping of search records for two years after the search is closed. Finally, because administrative assistants work so hard to keep searches on track, all members of the department should thank them generously at the end of the process!

5. *The Office of Academic Affairs and Diversity distributed three books about searching for faculty. Does the University endorse those books? Are they an official part of the search procedure?*

Yes to both questions. The three books that the Office of Academic Affairs and Diversity has distributed to faculty search committees are:

- *Diversifying the Faculty, A Guidebook for Search Committees* by Caroline Sotello Viernes Turner
- *The Complete Academic Search Manual, A Systematic Approach to Successful and Inclusive Hiring* by Lauren A. Vicker and Harriette J. Royer
- *Rising Above Cognitive Errors: Guidelines for Search, Tenure Review, and other Evaluation Committees* by JoAnn Moody

The University's search procedures are on line and change a little each year as we update our process

(http://www.loyola.edu/academics/academicaffairs/info_chairs.html#fulltime). To supplement this process, and to offer new ideas about the search process, the Office of Academic Affairs and Diversity has fund three resources that have help a number of committees on campus, and have successfully supported university and university faculty search committees across the country. The Vice President for Academic Affairs has endorsed the books and especially recommends the Turner book for its smart overview of a best search practices that can bring diversity to faculty ranks. Does the University endorse the books? Yes! They are helpful, very smart, and help committees save time and energy.

6. *What about the Jesuit Mission essay – are we still requiring that of applicants? If so, which applicants must submit an application, and when must they submit it?*

The Jesuit mission essay is still required of all candidates for faculty positions. The essay should allow those candidates departments have invited to campus to discuss at least one of the following matters:

- How the Jesuit Core Values or Jesuit mission can inform and/or support their teaching, research, and scholarship;
- How the candidate envisions themselves contributing to the Jesuit educational mission university-wide or in their discipline, on-campus.

The Jesuit mission essay is not a religious litmus test, but an opportunity for candidates to consider the ways Jesuit education differs from other approaches to the university experience, and to reflect upon and discern ways they can contribute to the mission in their work with students, faculty, and administrators. Candidates' religious affiliations or activities are not part of any consideration for a faculty position at the University. However, candidates cannot move forward in the application process unless the essay is submitted before the candidate arrives for the campus visit and interview, thus giving all interviewers time to review the essay.

7. *The University has just started conducting background checks on our finalists. What do we check? How are the used in the search process?*

Since the summer of 2007, the University has been conducting background checks on new employees or current employees who have changed positions through promotion or hire. The background check policy was vetted by the Loyola Conference and the Academic Senate during the 2006-2007 academic year and has been used successfully since its inception.

The background check policy is available on line, and can be shared with applicants and candidates at any time (<http://www.loyola.edu/HR/Policies/Background%20Check%20Policy>). However, search chairs **must** inform candidates of the background check when inviting them to campus. **Simultaneously**, and to save important hours when it's time to make an offer, search chairs should share names of those who will be coming to campus with the Director of Talent Acquisition in Human Resources. At that time, HR will begin the background check process by sending an e-mail to candidates, asking them to complete forms agreeing to the check. Then, a third-party vendor will conduct the check. Within 48-72 hours, HR will have a completed check and be able to notify the department chair (not the search chair) of any concerns, if any exist. If there are concerns, the department chair, candidate, and an HR designee will discuss the concerns and determine how to proceed.

The background check is a confidential process that is not shared with those who don't need to know the outcome. As is discussed in search orientation meetings, informing candidates that we have a background check is important. However, it is also important to let the candidate know that the process is strictly confidential.

8. *Candidates always seem to ask questions about our benefits, and because the change periodically, I never know what to say. What should I do?*

Our benefits are always changing for the better, and the total package serves as a great recruitment tool!

During a search orientation meeting in fall 2008, the faculty and administrators at the table determined that Human Resources should be included in each candidate's schedule for at least 30 minutes during the day. This "HR break" offers the candidate an opportunity to

- learn first-hand about our latest benefits,
- ask personal questions about specifics in the benefits plan (often revealing confidential information that the search committee shouldn't know, and can't use),
- ask general questions about Loyola for another perspective on life at the University.

We usually associate *cura personalis* with meeting the intellectual, emotional, and developmental needs of our students. Incorporating this session in your candidate's busy itinerary makes the Jesuit core value real in an otherwise hectic day.

9. *How does the University handle questions about visas that arise during the search process? What sort of assistance does the University provide for hires needing assistance with visas?*

Often, candidates will ask questions about visas. Just as often, search committees have a visa question or two for a candidate. From the committee's standpoint, the only visa related question the committee can ask is, "Will you have the right to work in September at the start of the school year?" Search committees cannot ask about type of visa or duration of a candidate's visa.

When candidates ask about the type of assistance or support we provide regarding visas and right to work, the best choice is to refer them to Human Resources. We provide extensive assistance and support to faculty who need assistance with a visa. The process takes

time, and is quite detailed. Since the process is updated regularly, the experiences of a current colleague may no longer be applicable in the candidate's case. Consequently, giving untested information may not be helpful. See the preceding question about benefits and the visit with HR to determine how to find time to answer the candidate's questions.

10. *My department's search committee includes a member from another department. Is that something new? Why do we have to include someone on our search committee who doesn't know our field?*

The role of the search committee has always been to oversee the faculty recruitment process, and to actively engage colleagues in the recruitment and selection of a new faculty member. Anyone who has served on a faculty search committee knows that the search committee remains busy for the duration of the process, but usually has a successful search to boast about in a matter of months.

The committee ought to represent a diversity of opinions and constituencies within the department, school, and University. This is especially important since search committees hire a departmental colleague, and a faculty member who will become a colleague to faculty across the campus through their professional life at the University. Consequently, committees of 5-9 people are a manageable group that can represent a wide variety of opinions yet still come to agreement in the end.

To ensure a measure of diversity in our search process and conversations, faculty from other departments serve on search committees. These "external members" are a new feature of our search process (2008), and a much-needed addition. External members can serve the following roles.

- Introduce race, gender, ethnic, national, cultural, or language diversity to a committee;
- Introduce a different perspective on aspects of the search process gleaned from their own department's approach;
- Hear candidates questions, concerns, and comments in constructively different ways than those who share disciplinary training and experience;
- Represent perspectives common among other faculty about the University, the City, or the experience of teaching at Loyola or being a member of the Loyola community.

The external member has the same responsibilities that all other committee members have. The only exception is that the external member is not required to attend the disciplines professional conference for interviews.

The diversity introduced by an external member is invaluable as we work to bring diverse perspectives, pedagogies, and experiences to the faculty.

11. *Do external members vote?*

External members are a great resource, and they should be regarded as any other member of the search committee. However, in the 2008-2009 academic year, departmental search committees may determine whether the external member will vote on the final ranked list. Remember: the external member is always permitted to express opinions on all candidates throughout the process.

12. Well, how is the external search committee member selected?

Typically, the Dean invites external members, after the Dean and the department chair have discussed a list of appropriate external parties (faculty or administrators, depending on the need). In some cases, however, and this will vary by school and search, the department chair will invite the external member. This, too, happens after a conversation with the Dean.

13. As you know, Baltimore is one of the best wine tasting locations in the nation. Since we take our candidates to some of the restaurants that feature great lists, can we pay for wine on the procurement card?

It's true! Baltimore is a fine wine tasting city, and the beer's not so bad, either. When it comes to searches and fine dining, interview dinner hosts may use the University's procurement card, or can expect to be reimbursed, for reasonable alcohol and food purchases. That means hosts should select dining locations that will allow diners to stay within the stated budget for the meal.

14. Do the president and the vice president interview candidates anymore? What is the policy?

Yes and no. The President does not typically interview candidates any more. His schedule does not permit him to spend the focused time that others can more profitably spend interviewing our visitors. The Vice President for Academic Affairs periodically interviews candidates, however. Each year, the Vice President interviews a sampling of visiting candidates chosen from the many searches that happen each year. Contact the Vice President's Executive Assistant, Joshua Gembecki, at 2495 to find out whether the Vice President is available.