

PROCEDURES FOR HIRING FULL-TIME FACULTY

A. Position Authorization and Advertisement

1. Department proposes to hire a new or replacement faculty member. The Department Chair prepares a preliminary proposal that includes:

- Position Announcement Authorization Form;

- Rationale;

- Draft advertising copy.

The Position Announcement Authorization Form is accessible from the hiring section of the Chairs Information page on the Academic Affairs website. On the form the Department provides information about the responsibilities, qualifications, and rank. In addition, the form asks for:

- Recruitment and Search Strategy (e.g., conferences, advertising venues, deadlines);

- Search Calendar (e.g., dates of professional meetings, campus interviews);

- Search Budget (e.g., estimates for airfare, hotel accommodations, meals, etc.).

Chairs should consult with their Dean for any required additions to the Position Announcement Authorization that are specific to their school.

The Assistant Vice President for Academic Affairs and Diversity and the Director of Recruitment and Employment may be consulted as resources to support the Department's efforts in the development of the position description, advertisement copy, and the Recruitment and Search Strategy. The latter is crucial to the recruitment of a broad and diverse pool of applicants. Although it is part of the Position Announcement Authorization Form, the Recruitment and Search Strategy should be reviewed and revised throughout the initial phases of the search. Appended to these procedures is "Developing the Recruitment and Search Strategy," which contains a detailed example.

Appended to these procedures is "Advertising Ideas and Venues." Tenure-track and full-time clinical positions must be advertised nationally. Depending on the position, full-time non-tenure-track should also be advertised nationally or locally. The ad should include the following statements:

Loyola College 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 3,200 students in its undergraduate programs and 3,000 students in its graduate programs.

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

In the ad the Department may want to express a preference that applications and other related information be submitted by e-mail. Technology Services can establish a special search e-mail account (e.g., BioSearch@loyola.edu), if so requested.

2. Dean reviews the authorization form, the ad copy, search calendar, and search budget; checks the position description and qualifications for completeness and consistency with the needs of the department and mission of the College; and reviews the Recruitment and Search Strategy, in consultation with the Assistant Vice President for Academic Affairs and Diversity, to ensure that it is likely to produce a diverse pool of applicants who are supportive of the College's mission.

The Dean discusses with the Chair the recommended rank and salary range. Appointment at the rank of Associate or Full Professor requires the concurrence of the Board on Rank and Tenure.

3. Department Chair revises, if necessary, the authorization form, ad copy, Recruitment and Search Strategy, search calendar, and/or search budget. The Chair signs the authorization form and submits it to the Dean.
4. Dean indicates support by signing the authorization form and forwarding it to the Vice President for Academic Affairs. If the position is approved, the Department Chair receives a copy of the authorization form signed by the Vice President for Academic Affairs and the Dean. Copies are also sent to the Dean, the Assistant Vice President for Academic Affairs and Diversity, and Director of Recruitment and Employment.

The Dean informs the Chair as to whether the Vice President for Academic Affairs and/or the President will participate in the interview process.

5. Department Chair appoints a search committee. If the committee is a subset of the Department, the Chair takes into account the qualifications sought in the advertised position and the expertise of different department members. The Chair also seeks to make the committee as diverse as possible in terms of gender, ethnicity/race, Jesuit identity, years of experience, tenure status, and academic interests within the discipline.

For an endowed chair the Search Committee includes two faculty members outside the department.

6. Search Committee and Departmental Administrative Assistant meet with the Dean, the Assistant Vice President for Academic Affairs and Diversity, and the Director of Recruitment and Employment to review search procedures and guidelines, including appropriate interview questions as well as those topics or questions that should not be raised with candidates.

At this meeting the Assistant Vice President for Academic Affairs and Diversity provides the Search Committee with the available statistics about gender and minority faculty in the discipline so that the Department knows the characteristics of the national pool.

Throughout the search process, the Assistant Vice President for Academic Affairs and Diversity, the Assistant Vice President for Human Resources, and the Director of Recruitment and Employment are available to the Search Committee and the Department as resources.

7. Search Committee reviews the Recruitment and Search Strategy, taking into account the information provided by the Assistant Vice President for Academic Affairs and Diversity (see Step A6). The Committee makes appropriate modifications and, if revisions are made, sends a revised strategy to the Dean and the Assistant Vice President for Academic Affairs.
8. Search Committee sends the approved ad and a copy of the Recruitment and Search Strategy to the Director of Recruitment and Employment who places the ad in those venues listed in the Recruitment and Search Strategy to ensure reaching a diverse pool of applicants. It is the Search Committee Chair's responsibility to follow up with the Director of Recruitment and Employment to ensure that ads are placed in a timely manner. At this point, the Search Committee begins its focused recruitment efforts; these may include advertisements in professional journals and at professional organizational meetings, making personal contacts, and letter writing to programs, individuals, and listservs.

B. Application Acknowledgement and Evaluation

1. Search Committee works with the Department Chair to clarify the standards for evaluating applications. This ensures that all applicants are considered equally and that the same general information is gathered for all applicants.
2. Departmental Administrative Assistant verifies with Human Resources (HR) that the job is posted on the HR website and obtains the link to the Equal Employment Opportunity Survey, which is accessible from the Prospective Employees section of the HR website.
3. Search Committee sends applicants an acknowledgement, including the link to the on-line Equal Employment Opportunity Survey (see Step B2).

The Search Committee Chair saves a copy of this acknowledgement as well as all other correspondence with applicants, including copies of e-mail messages.

4. Search Committee reviews applications as they are submitted, eliminating those applicants who are clearly unqualified.

The Department Chair contacts eliminated applicants thanking them for their interest in the position, notifying them that their application is no longer under active consideration and hence there is no need to send further information, and wishing them well.

5. Search Committee contacts the most viable applicants asking them to review the material on Jesuit Identity posted on the Internet at www.loyola.edu/about/jesuitidentity and to submit a Complete Dossier. A Complete Dossier consists of:

- cover letter and vita;
- official transcripts of all undergraduate and graduate work;
- an essay (directions are contained on the Faculty Applicant Dossier sheet);
- 3 letters of recommendation submitted independently of the candidate;
- a recent publication and/or a research proposal.

Although this contact may be made by e-mail, a copy of the message should be saved and placed in the search file.

The Faculty Applicant Dossier sheet is accessible from the Information for Faculty Applicants page as well as the Chairs Information page on the Academic Affairs website. Applicants should be told of the importance of reviewing the material relating to the College's Jesuit mission and addressing in their essays the ways they could contribute to this mission.

6. Department Chair and/or Search Committee Members may conduct preliminary interviews at professional meetings. (This may occur simultaneously with Steps B1 through B5.) Particularly impressive candidates should be given the Faculty Applicant Dossier sheet and urged to submit a Complete Dossier (see Step B5).

Arrangements for such preliminary interviews may be made ahead of time by phone or e-mail. Those applicants who express interest in a preliminary interview, but who are not attending the conference should be interviewed by phone. This is particularly important because research on inclusive hiring procedures shows that a variety of factors, including low or sporadic levels of institutional support, family commitments, and individual resources, may prevent attendance at conferences by viable candidates.

7. Search Committee sends qualified applicants the HR Faculty Information Packet which contains Undergraduate and Graduate Catalogues, Loyola's Vision and Values statement, a copy of the Strategic Plan, a document summarizing the College's benefits package, a

copy of the Rank and Tenure Policy Statement, and other general information. If the pool is relatively small, packets can be sent to all qualified applicants identified in Step B4; otherwise, packets are generally sent to the top 20 candidates.

The Department may include additional information in the packet, if that seems appropriate.

8. 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 the appointment may be at a senior rank, the Chair should review the May 18, 2001 memo from the Board on Rank and Tenure which discusses its interpretation of the relevant issues and procedures.

C. Short-list Determination

1. Search Committee, Dean, and Assistant Vice President for Academic Affairs and Diversity receive, on a bi-weekly basis, a report from HR that summarizes the characteristics of the applicant pool. If the applicant pool is too small, is too weak, does not have the anticipated diversity, or lacks sufficient commitment to mission, the Search Committee should inform the Dean. The Department or the Dean may decide to readvertise before proceeding.
2. Search Committee reviews the completed applications and works with the Department Chair to identify the top 10 to 12 candidates. To help narrow the field, the Search Committee may conduct phone interviews with some of the candidates or may contact references for further information.
3. Department Chair sends to the Dean the completed and ordered (see B5) dossiers of the top candidates (approximately 10-12) acceptable to the Department, with a ranking of the top 3, along with the most recent EEO report. The Dean and Chair review these dossiers for quality, diversity, and commitment to mission. The Chair in consultation with the Dean decides on those candidates to invite for an on-campus interview, subject to the approval of the Department. Typically 3 candidates will be invited; occasionally, 4 or 5 may be invited if the additional candidates are similarly well-qualified, offer different and clearly defined strengths worthy of consideration, and if a larger interview group would provide a more diverse pool.

D. On-campus Interviews

1. Department Chair contacts the office of the Dean to determine days/times when the Dean will be available to meet with candidates. If the Vice President for Academic Affairs and/or the President is to participate in the interview process, the Chair also contacts their offices (see Step A4). If the candidate is a Jesuit, he should also meet with the Rector of the Jesuit Community. In developing the candidate's schedule, the Chair should include an occasional break.
2. Department Chair invites candidates for on-campus interviews. Candidates should be:
 - informed that they will meet with the Department and the Dean, and in some cases the Vice President for Academic Affairs and/or the President (see Step A4);
 - asked to teach a class or make a faculty presentation;
 - sent a rough outline of the interview schedule;
 - told that they will be reimbursed for expenses and hence need to obtain appropriate receipts.

Candidates should be asked if there are individuals with whom they would like to meet, or if there are questions that may best be answered by individuals outside the interview process. For example, women, people of color, or non-Catholics might ask to meet with women, people of color, or non-Catholics in other areas of the College. Candidates finishing graduate school may wish to talk with non-tenured or recently tenured faculty. Those who engage in interdisciplinary work may wish to talk to faculty in an allied department.

Candidates should be asked to complete the Human Resources Campus Interview Information Form, which is accessible from the hiring section of the Chairs Information page on the Academic Affairs website

Since the interview process involves a full day, candidates who are not from the local area will need to stay in a hotel. Every effort should be made to have candidates arrange their travel schedules so that this involves only one night.

3. Department Chair arranges the interview schedule (see Steps C1 and C2) and then prepares for each interviewer a packet containing the following materials in the order specified:

- the candidate's interview schedule;
- the candidate's cover letter and vita;
- the candidate's transcripts;
- the candidate's essay;
- letters of recommendations;
- the candidate's recent publication and/or research proposal;
- the most pertinent correspondence between the candidate and the Department;
- a copy of the latest EEO report from HR that summarizes the characteristics of the applicant pool.

The Dean should receive the originals of all materials submitted by the candidate, with the Department keeping a copy for its records. These packets should be distributed to the interviewers at least two days before the candidate's arrival.

Students should participate in the interview process as the Department deems appropriate.

4. Candidate arrives and meets with the Department Chair. The Chair gives the candidate a copy of the interview schedule, explaining the purpose of each meeting.
5. Department, Dean, and others, as well as Vice President for Academic Affairs and/or President, if applicable, meet with the candidate. The interview schedule should include time for department members to meet informally with the candidate. This can often be accomplished by having different faculty escort the candidate around campus.

It is inappropriate, and often illegal, to ask the candidate some personal questions. Interviewers should be careful to restrict their comments and questions to topics directly related to the position. On the other hand, the candidate may volunteer personal information. Hence as the situation presents itself, it is advisable to acknowledge the candidate's gender, race, ethnicity, or religious identity. Interviewers should be prepared to answer questions related to these areas such as the number of women, people of color, or non-Catholics on campus; opportunities for advancement; the College's commitment to recruitment and retention of individuals from underrepresented groups; the quality of life on campus for these groups; and personal, professional, and educational opportunities for spouses/partners and children. In addition, the Assistant Vice President for Academic Affairs and Diversity may provide assistance to departments in identifying faculty and administrators to talk with candidates about diversity issues.

6. Department utilizes any free time to acquaint the candidate with the College and with the Baltimore community. This may certainly include one or more meals off-campus with at least some members of the Department. Department members should keep in mind that these informal events are also part of the interview process and should be restricted to College-related personnel. For example, it is inappropriate to invite to dinners those who are not part of the interview process (e.g., spouses, friends). The College will reimburse the Chair for reasonable expenses incurred during this phase of the recruiting process. However, the Department should be guided by the budget submitted at the beginning of the search process.
7. Department Chair ends the on-campus visit by providing the candidate with information about the process and timetable for making a decision. 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.

E. Selection and Appointment

1. Department Chair discusses the interviewees with the Dean. The Department Chair reports to the Department on his/her discussions with the Dean.

Department reviews the strengths and weakness of each interviewee and by consensus or vote reaches agreement on a ranking of acceptable candidates. The Chair discusses this list with the Dean. If the number of acceptable interviewees is small, the Department or the Dean may decide to invite other candidates to campus before proceeding to Step E2.
2. Department Chair completes and signs the Employment Recommendation Form and sends it to the Dean. The Employment Recommendation Form is accessible from the hiring section of the Chairs Information page on the Academic Affairs website. The Dean indicates support by signing the form and forwarding it to the Vice President for Academic Affairs. If approved, the Vice President for Academic Affairs signs the form and sends copies to the Department Chair, Dean, and HR.

If time is of the essence, the Chair should inform the Dean so that this process can be expedited.
3. Dean discusses with the Department Chair the salary and any other compensation issues.

The Department Chair contacts the finalist to inform him/her of the impending offer. If the finalist has questions or concerns, the Department Chair conveys this information to the Dean. Occasionally, the Chair will have several conversations with the finalist.
4. Department Chair informs the Dean that the finalist intends to accept the offer. The Dean prepares the letter of appointment with copies to the Department Chair and HR.

When the Dean receives an acceptance to the offer, copies of the acceptance are sent to the Department Chair and to HR.
5. Department Chair contacts 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.
6. Department Chair, upon learning that the offer has been accepted, obtains Form I-9 and other tax forms from HR, which are on the HR website, and sends them to the new faculty member.

F. Records

1. Department keeps written records of the recruitment and selection process for at least two years. 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. If the department wishes, HR can store these documents.
2. If the finalist is a non-US citizen, the need for maintaining complete records is even more important. In that case HR 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 period for obtaining a visa begins with the verbal offer, not the date of the signed contract.

Note: For full-time non-tenure-track positions, these procedures may be adapted, as necessary, in consultation with the Dean. For example, a recent publication and/or research proposal (see Step B5) may not be required for some non-tenure-track searches.

CHECKLIST FOR HIRING FULL-TIME FACULTY

A. Position Authorization and Advertisement

- Department Chair prepares a preliminary proposal, including advertising venues, and recruitment and search strategies, and discusses these with the Dean
- Chair revises proposal, if necessary, signs authorization form, and submits it to Dean
- Dean and VPAA sign authorization form and return it to the Chair
- Chair appoints a search committee
- Search Committee meets with Dean and Assistant Vice President for Academic Affairs and Diversity, Director of Recruitment and Employment to review search procedures and guidelines, and to receive statistics about the characteristics of the national applicant pool
- Search Committee advertises, using recruitment efforts set out in the recruitment and search strategy

B. Application Acknowledgement and Evaluation

- Search Committee develops standards for evaluating applications
- Search Committee obtains EEO postcards from HR
- Search Committee acknowledges applications and sends EEO postcard
- Search Committee reviews applications, eliminating those that are unqualified
- Search Committee asks remaining applicants to submit a Complete Dossier, which includes an essay
- Search Committee sends qualified applicants HR Information Packet

C. Short-list Determination

- Search Committee Chair and Dean each receive and review the EEO data on a regular basis, checking to see that the pool is sufficiently diverse
- Search Committee and Chair identify the top acceptable candidates (approximately 10-12)
- Chair sends Dean the top 10 to 12 acceptable candidates
- Chair in consultation with Dean decides on applicants to invite for an on-campus interview

D. On-campus Interviews

- Chair invites candidate for on-campus interviews
- Chair asks candidate to complete the HR Campus Interview Information Sheet
- Chair arranges interview schedule and then prepares for packets for interviewers
- Chair sends Dean candidate's original materials as well as a list of projected interview expenses
- Candidate arrives, meets with Chair, and is given interview schedule
- Interviewers meet with candidate
- Candidate teaches a class or makes a faculty presentation
- Chair provides candidate with information about decision process and timetable
- Chair arranges for the candidate to be reimbursed for travel expenses

E. Selection and Appointment

- Chair discusses interviewees with Dean
- Department discusses interviewees; reviews candidates' strengths and weaknesses; and draws up a list of those who are acceptable to the Department
- Chair discusses this list with the Dean
- Chair signs Employment Recommendation Form and sends it to Dean
- Dean signs form and forwards it to VPAA
- Dean discusses salary with Chair
- Chair contacts the finalist to inform him/her of the impending offer
- Chair informs Dean finalist intends to accept the offer
- President's Office prepares letter of appointment
- Dean informs Chair the finalist has accepted
- Chair personally contacts other interviewees to tell them the position has been filled, informs other applicants in writing
- Chair obtains I-9 and other tax forms from HR and sends them to the new faculty member

F. Records

- Department keeps records for at least 2 years

ADVERTISING IDEAS AND VENUES

Generally, the best advertising venues are those that are widely visible to an audience that is appropriately qualified, and available for application, interview, and hire. Meeting all of these criteria with a single source is sometimes quite difficult. Consequently, advertisements should appear in many venues, and announcement of the position should be broadcast to as many individuals and organizations as possible.

Effective advertising will depend on the affirmative efforts of all search committee members and all department members. Each will be called on to lend ideas, names, and time to the recruitment effort. Outlets such as professional journals should always be included in the Recruitment and Search Strategy section of the Position Announcement Authorization (PAA) form since they effectively yield applicants.

Additionally, search committee and department members should review their personal and professional contacts to develop a list of departments, faculty, researchers, grant recipients, and others who would be likely applicants, Ph.D. (or terminal degree) producers, or nominators. Names and contact information should be compiled, an announcement letter drafted, and a mailing completed by a date specified in the Recruitment and Search Strategy section of the PAA form. Committees and departments may choose to substitute telephone calls for formal letters.

When considering the recruitment of a broadly diverse pool, it is important to remember that these applicants will be looking in journals and other outlets popular in their field. Nevertheless, Loyola wants all potential applicants to be aware of available positions on campus. Consequently, departments are encouraged to advertise in caucus-specific journals and outlets.

The following suggested list of ideas and venues should be used to develop and revise the Recruitment and Search Strategy section of the PAA form. This is not an exhaustive list, but a start toward the development of a plan that will yield a diverse, qualified, and ready pool of applicants. Add specific advertising venues and employment information services to the department's list of viable announcement outlets. Use those sources that will provide the best advertising opportunities for the position.

Suggested Advertising Ideas and Venues
to Enhance Applicant Pool Diversity

Name of Venue/Source	Notes	Other/Costs
<i>Black Issues in Higher Education</i>	African American bi-weekly. Articles on professions and academics who may be likely candidates for positions at Loyola. Source for mid- and upper-level administrative positions, and faculty positions. Additionally, a review of BIHE's ads provides a sense of market for African American academics. Annual listing of top Ph.D. producers.	Costly
<i>The Chronicle of Higher Education</i>	www.chronicle.com A source for all disciplines.	Costly
<i>Hispanic Outlook in Higher Education</i>	Hispanic focus. Source for Hispanic academics.	Costly
<i>Minority and Women Doctoral Directory, 2002-2003 (MWDD)</i>	Updated annually. Available in Office of Academic Affairs and Diversity. Provides names, addresses, department/subject area, thesis title, and advisor of recent Ph.D./terminal degree graduates. Useful for letters specifically targeted to individuals who are likely applicants for positions on campus. Letters should be sent out on date specified in the strategy.	Free and cost of postage
<i>New York Times</i>	3rd largest U.S. daily. ¹ Much used source for job seekers.	Costly
<i>The Baltimore Sun</i>	10th largest U.W. daily. ² Local paper serving Baltimore and Washington, DC.	Moderate cost
<i>Science</i>	http://recruit.sciencemag.org/jobsearch.dtl Job announcements in more than 40 scientific fields.	Costly
<i>The Washington Post</i>	4th largest U.S. daily. A source for all disciplines, may net more applicants from the Baltimore/Washington area. Look for special Education issue.	Costly
"Minority" newspapers	Consider newspapers serving specific "minority" communities in the mid-Atlantic region (Baltimore, Washington, D.C., Philadelphia). The Afro-American would be among these papers, and is published in Baltimore.	Variable
Women in Higher Education	www.wihe.com. Lists academic and administrative positions. Searches by job title and region are possible.	
Professional meetings (local, regional, national)	Post a specifically prepared position announcement. Plan to conduct interviews at the meeting. Each member attending the meeting should have at least 5 copies of the announcement to hand to prospective applicants. Be sure to give your Loyola business card (or other contact information) with the announcement. Be prepared to discuss the position, College, and the Department at the meeting.	Free, or the cost of copying and business cards
Minority/Protected group caucuses of professional organizations	Organization members may be able to obtain a mailing list or may be able to post a position announcement on the caucus' web site. If the caucus regularly publishes a journal, purchase an advertisement.	Variable
Historically Black Universities	30 universities offer doctorates and terminal degrees. The list is at the end of this supplement. Direct letters to appropriate departments announcing the position opening. Additionally, combine this resource with the MWDD (above) to develop a list of specific individuals to whom you can direct a mailing.	Cost of postage

¹ Rankings from: http://www.naa.org/info/facts01/18_top20circ/index.html.

² Ranking from: <http://www.cjr.org/year/99/6/best.asp>.

Name of Venue/Source	Notes	Other/Costs
Hispanic Association of Colleges and Universities	http://www.hacu.net/hacu_members/hsi.shtml There are 185 Hispanic-Serving Institutions in 11 states and Puerto Rico. Many offer terminal degrees. Refer to the website for the schools, addresses, and additional information.	Cost of postage
Colleagues, Leaders, and Others in the Profession	Develop a list of leaders and others in the profession; draft and send a letter to each soliciting nominations for the announced position. Include a copy of the position announcement with your letter. As you receive nominations, send a letter to the nominee requesting application materials. You may substitute phone calls for these nomination letters.	Cost of postage
Grants and Professional Recognition Recipients	Develop a list of people who have recently received significant grants and professional recognition. Draft and send a letter inviting these individuals to apply for the announced position	Cost of postage
Previous applicants and candidates	Review your most recent past searches, and develop a list of prospective applicants from that pool. Draft and send a letter informing them of the new position, and inviting them to apply. Inform them that they will need to submit a new and updated dossier.	Cost of postage
Alumni/Alumnae	Invite graduates of your department who have earned a terminal degree to apply for the newly announced position.	Cost of postage
Personal contacts	All department members should develop a list of colleagues met at conferences, or other professional contacts. Reach them through a coordinated letter-writing campaign to begin on a date specified in the strategy. A coordinated telephone follow-up plan should be developed and started on a date specified in the strategy.	Cost of postage and telephone calls
Adjuncts, Lecturers, Others	Encourage current adjuncts, lecturers, and others to apply for open full-time positions. Provide a position announcement. Provide information to all, rather than assume that they won't be interested in more than the current limited position in the department.	Free

DEVELOPING THE RECRUITMENT AND SEARCH STRATEGY

Faculty recruitment begins with a solid search process. That process includes a number of documents and decisions. For the search committee, one of the primary documents is the Recruitment and Search Strategy section of the Position Announcement Authorization Form. The strategy is developed by the search committee, the department chair, and other department members, and reviewed by the dean. The Assistant Vice President for Academic Affairs and Diversity provides assistance and information to the committee and the department as they develop and refine the strategy.

The Recruitment and Search Strategy specifies all of the venues through which the position will be advertised, including professional meetings, print ads, announcement and nomination letters, and personal contacts. It is crucial, therefore, to the recruitment of a broad and diverse pool of applicants. It should be developed over time and in consultation with all those who can provide information regarding effective resources that can broaden the applicant pool.

An example of a recruitment strategy for a sociologist follows. Note that in this example the search committee plans to use a variety of resources to attract a broad and diverse pool of applicants. Specifically, this position announcement should be seen by sociologists, including female, Jesuit, African American, and Hispanic Ph.D.-holding audiences, and is directed to specific individuals who may be interested or able to provide nominations. The position will be announced in specific professional and general academic outlets. Additionally, the position announcement will go to widely read venues popular among academics of many disciplines. Developing a strategy like this is not difficult. Planning and creative thinking based on the resources available in the field are required to search effectively.

The sample also lists dates by which each category of recruitment activity will begin. Listing and following the calendar is important. It insures that all involved with the search know when specific activities will and are taking place.

**Example for a Sociology Position
Position Announcement Authorization Form (page 2)**

Recruitment and Search Strategy:

List all the approaches that will be used to attract a diverse pool of applicants that includes Jesuits, women, and people of color committed to the College's mission.

Position announcement advertised in journals, newspapers, etc. (include submission deadlines):

ASA Employment Bulletin (deadline 8/1/03)

Black Issues in Higher Education (deadline 8/5/03)

Position announcement posted on websites, listservs, registries:

Women in Higher Education website (www.wihe.com)

Association of Jesuit Colleges and Universities website

Loyola's Human Resources website

Position announcement to be mailed to: (by 8/4/01)

27 letters to colleagues at graduate programs nationwide from members of department
(including Jesuit universities granting Ph.D.s)

Letters to Ph.D. granting institutions in the Baltimore/Washington, DC region

Letters to graduate directors at top 10 schools graduating Ph.D.s in Sociology

Letters to Sociology departments at HBCUs graduating Ph.D.s.

Individuals and organizations to be contacted personally: (by 8/4/01)

45 names of recent Ph.D. grads of color listed in Minority and Women Doctoral Directory

Dr. Mercedes Rubio, director of Minority Affairs, American Sociological Assoc.

5 letters to Loyola alums who have recently graduated with Ph.D.s in Sociology

Phone calls to personal and professional contacts of department members

Letters to sociologists on the Jesuit availability list

Other (e.g., conference interviews):

Registration with the ASA Employment Service at the annual ASA meeting, August 16-19, 2003

Send to those nominated as necessary

Calendar:

Anticipated application review start date: Begin October 24, 2003

Anticipated campus interviews dates: Nov. 10 - Dec. 5, 2003

Anticipated decision date: Jan. 12, 2004