

FROM: James Buckley  
TO: Department Chairs, Search Committees, Hiring Personnel  
DATE: 7/11/2007 5:45 PM  
SUBJECT: Tenure Track Hiring in 0708 for 0809

This is addressed to Department Chairs of Departments who are hiring tenure-track positions as well chairs of the search committees (if these are different from the Chair of the Department) -- and copied to a variety of people involved in hiring.

You should have received a copy of the authorization (signed by you and me and Dave Haddad) for you to hire during the coming year a tenure track faculty member in your Department for the following year. Hiring tenured-track faculty is surely one of the most important activities in which we engage as a College, and I thank you and the Department in advance for all the work you will invest in this. As you continue with your authorized hiring for this year, it will help the Dean's office if you particularly keep in mind these points.

**PLEASE REVIEW THE PROCEDURES FOR HIRING FULL-TIME FACULTY** on the Academic Affairs web site, under "information for Chairs". This description was written in part to conform to federal employment guidelines (for example, see Hiring Procedures D.5. on illegal questions to ask candidates). But an even more important purpose is to improve communication among the many parties involved in hiring - - diverse faculty, the search committee, the Dean, the Academic Vice-President, and Human Resources. A step irrelevant to one party might be crucial to another, so please follow the procedures unless the Dean authorizes a different procedure. And let us know any suggestions for improving the process. (We already know that we have to revise the procedures to take account of the fact that hiring now is both a written as well as an electronic process.) If you have not hired a tenure track faculty member in the last two years, please set up a meeting with the Dean through Sharita Planter (2563) as soon as possible to briefly review these procedures.

**PAY CLOSE ATTENTION TO THE ESSAY ON MISSION.** Note that the Hiring Procedures do NOT require that everyone who applies must write the essay on the College's Jesuit Catholic mission (B.5.). However, the essay MUST be a factor in determining who is on your final short-list (C.3.) as well as in determining who comes to campus (D.3.). The dozen or so files that you send to me should include the mission essay.

**KEEP IN MIND THE IMPORTANCE OF HIRING FOR A DIVERSE FACULTY** as articulated in the College's Core Values and the current and forthcoming Strategic Plan. Martha Wharton will invite you to set up a meeting and give you information to help you develop a pool representative of your field - and when you come to me with your final candidates, my first question will be about whether the pool is representative relative to the data Dr. Wharton will give you. Also keep in mind candidates for the College's

minority fellowship that is available; Martha Wharton can supply you with further information on this fellowship.

**COURSE RELEASES FOR NEW TENURE TRACK FACULTY.** Tenure track faculty should receive one course release in their first year to help them start their research. Tenure faculty who are also starting a research lab should receive a course release each semester in their first year. New tenure-track faculty can also receive a summer research grant after their first year at Loyola.

(The Academic Senate recently approved a course release for each of the first two years, along with summer research grants for the first two summers for new tenure-track faculty. But we do not have the money to pay for this as of now. I will request the money for 0809 when budget requests are requested this September.)

**REMEMBER THAT HIRING REQUIRES WORKING WITH HUMAN RESOURCES** for advertising, using the relatively new electronic hiring processes (which we assume you will use), gathering EEO data as one of our diversity initiatives, obtaining identification numbers for new faculty, etc. The main persons involved in hiring are Paula Alfone and Amy Mantenga. We are still trying to iron out glitches in this system to make it more helpful for faculty hiring. Let me as well as H.R. know any problems you have so that the three groups (the Department, the Dean, and H.R.) can help each other in this process.

**PLEASE CONSTRUCT COMPLETE, WELL-ORGANIZED DOSSIERS** when you send the Dean's office your final dozen or so candidates (Hiring Procedures C.3.) as well as when you forward your final candidates (Hiring Procedures D.3.). The order of items in the dossier is indicated on the Hiring Procedures B.5, but you will also find attached a list of the materials that should be in each file and the order in which they should be placed in the file. We ask that you include this list in each file, with missing materials clearly indicated. Please also include one copy of the most recent EEO report on the applicant pool from Human Resources for each set of applicants you submit. It will be easier for you to order the materials than the Dean's office, so any seriously incomplete or wrongly ordered files will be returned to the Department.

**SCHEDULE INTERVIEWS IN TIMELY FASHION.** I will soon let you know which administrators will be interviewing your candidates. All candidates interview with the Dean. Some also interview with the President, Vice President for Academic Affairs, the Associate Dean, or the Assistant Dean. As you schedule these interviews, keep in mind that these administrators are often trying to interview dozens of candidates in a relatively brief amount of time. Scheduling thus calls for both persistence and patience.

**BE GOOD HOSTS, AND MONITOR EXPENSES.** As we display a generous hospitality toward candidates, we also need to remember that our resources are limited. I encourage you to use phone interviews to boil down your list of candidates. Each of three candidates ordinarily stays only one night in a local hotel; you can find local hotel rates on the Loyola "travel" web site -- the address of the site periodically changes, but is

currently listed under “Logistics”. The main purpose of meal expenses is to provide candidates and faculty with occasions for professional conversation; meals would thus ordinarily include a maximum of 4 or 5 participants (including the candidate). “Reasonable” meal expenses limit expenses to a suitable proportion of Baltimore’s per diem (available through Loyola’s Travel Website, under Reimbursements). A lunch for 4 or 5 should ordinarily not exceed \$100, dinner \$200.

**PLEASE COMMUNICATE WITH YOUR ADMINISTRATIVE ASSISTANTS.** An administrative assistant will be helping with chores such as compiling documents, scheduling meetings, coordinating reimbursements, etc. Our experience is that administrative assistants appreciate a meeting to review the hiring process - their role in relation to the Dean’s, the Chair’s, staff in Human Resources, etc. Suzanne Keilson will schedule such a meeting with your administrative assistant; you too will be invited to attend, although your presence is not essential. to the issues that will be discussed.

Thanks, again, for all your work.

Jim