Search Process: Nuts and Bolts

October 12 & 19, 2016

Dean/Department Chair Preparation

- Establish a Search Committee
  - Membership: interdisciplinary; diverse; faculty; staff
- Prepare position advertisement
  - Send to Anne (areuland@luc.edu)
- Faculty Administration will post to the Loyola career website, https://www.careers.luc.edu. Additional venues:
  - Diverse: Issues in Higher Ed
  - Hispanic Outlook in Higher Ed
- Hiring unit will post elsewhere
  - All recruiting materials must carry the EOE tagline “Loyola is an Equal Opportunity Employer”
Role and Responsibilities of the Search Committee Chair

- Respond to applicant inquiries
- Recruit for diverse candidates
- Establish a system for managing committee records
- Facilitate committee activities
- Identify candidates
- Coordinate on-campus interview process
- Make recommendations to Unit Head
Applicant Inquiries

- All applicants must apply electronically: www.careers.luc.edu
  - Basic personal information
  - CV, teaching/research statement, letter of interest
  - Names and contact information for 3 professional references
- Optional items sent to Search Chair:
  - Samples of publications

Evaluating the Applicant Pool

- Access applications through https://www.careers.luc.edu
  - Committee Chair direct access
  - Committee members, shared access code and password
- Three letters of reference
  - Either all at once, or when committee requests
- Committee members complete Screening Rubric for ALL candidates
Evaluating the Applicant Pool, continued…

• To narrow the pool, consider a simple rating system, such as…
  o 1 = Definitely NO, 2 = Maybe, 3 = Definitely YES

• Benefits of quantitative rating include:
  o Enhancing objectivity
  o Ensuring all committee members have a voice

• Consider re-examining the CV’s of strong diverse candidates

Sample Applicant Screening Rubric

<table>
<thead>
<tr>
<th>Variables</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Cover Letter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriateness of Educational Background</td>
<td></td>
<td></td>
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<tr>
<td>Teaching Record</td>
<td></td>
<td></td>
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<tr>
<td>Evidence of Research and Publications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evidence of Commitment to Diversity and Social Justice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evidence of Advising, Mentoring, and Research Direction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

OVERALL RATING (1 = very weak to 5 = very strong)

Rating Scale:
1 = Not addressed in application
2 = Little or weak evidence in application
3 = Satisfactory evidence in application
4 = Above average evidence in application
5 = Outstanding evidence in application
3 Finalists to Campus

- **Dean** must approve candidates for the campus visit
  - Candidate materials: cover letter, CV, Evaluation Tool summary, committee’s rationale

- Candidate Preparation
  - Send each finalist the link to *Transformative Education* and *Plan 2020*
  - Be ready to discuss/write how he/she would be able to contribute if hired

- Recruitment costs are covered by Dean’s office
  - Contact your Dean’s office/business manager *first* when seeking approval for campus interview expenses

- Know the procedures for travel expenses & reimbursement, so you can advise candidate

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**Interview Do’s and Don’ts**

- Make sure **everyone** interviewing is aware of:
  - The “do’s and don’ts” of interviewing
  - What constitutes fair and legal pre-employment inquiries.
  - All inquiries, whether on forms, during interviews, or when requesting information concerning applicants, must comply with Federal and State law
On Campus Interviews

Before each candidate arrives...

• Assign a host & make travel arrangements easy

• The host collects the candidate and makes sure he/she arrives at each meeting on time

• Strive for balance in the interview schedule
  – Engage in mutually beneficial dialogue
  – Vary the intensity of activities so candidate can perform best

A Standard Campus Visit: 1.5 Days

• As appropriate to the School/College, the schedule includes:
  – Time with search committee
  – Interview with Dean
  – Interview with Department Chair (if applicable)
  – Meetings with faculty
  – Research presentation (tenure track searches only)
  – Teaching demonstration
  – Lunch and/or dinner, usually with small group
  – Meeting with students, campus tour
  – Opportunity to meet with “affinity group” (e.g. other faculty/staff/students of color; interdisciplinary connections, such as faculty in another department/school who share similar interests in research, etc.)

Remember to enhance Loyola’s reputation as a great place to work!
During & After Campus Visit

- Solicit written comments and/or ratings from those who met with candidates
- A feedback form is useful:
  [http://www.luc.edu/academicaffairs/search_committee.shtml](http://www.luc.edu/academicaffairs/search_committee.shtml)
- Follow University requirements for documenting the search process and final candidate ratings
- Personally call or email all finalists not selected as soon as the candidate selected has accepted the offer

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[Feedback Form](http://www.luc.edu/academicaffairs/search_committee.shtml)

Loyola University Chicago
Search Committee

Name of Candidate: ____________________________

Evaluator:  
- Faculty  
- Student  
- Staff  
- Other

Context:  
- Attended Research Presentation
- Attended Teaching Demonstration
- Attended Student Meeting
- Attended Lunch/Dinner
- Other: ____________________________

Please comment on this candidate's STRENGTHS:

Please comment on this candidate's LIMITATIONS:

Would this candidate be a good fit for the School/Department (why or why not)?

Would this candidate be a good fit for Loyola (why or why not)?

Other comments:

Overall Assessment: ____________________________

1 = Weak  
2 = Very Weak

Please refer to:  [Search Committee Chair]
Proposed Hire Recommendation

- Search Committee Chair to Department Chair (if applicable) to Dean:
  - Include:
    - CV's of candidates interviewed
    - Strengths and weaknesses of each candidate—NOT ranked
    - Evaluation Tool on each candidate
    - Address fit for Loyola—mission and transformative education
      - Credentials
      - Mission
      - Diversity
      - Successful grantsmanship
      - Leadership potential

Candidate Evaluation Tool*

* Submit ONE form per candidate to Provost—summarize all feedback
Proposed Hire—Dean to Provost

- **Dean** makes recommendation to Provost (cc to Anne Reuland):
  - CV’s of candidates interviewed
  - Strengths and weaknesses of each candidate—NOT ranked
  - Evaluation Tool on each candidate
  - Budgetary considerations
  - Send candidate materials to Provost/Anne as one pdf
- **Offer details:**
  - Appointment Title
  - Start Date: **August 14, 2017**
  - Salary
  - Teaching responsibilities
  - If applicable—additional start-up funds

The Job Offer/Appointment Letter

- **Dean** authorized to make offer
  - Subsequent to Provost Approval
  - Initial offer verbal—between Dean and Candidate
- Negotiations successful
  - Email details of final offer to Provost
  - cc Anne Reuland
- **Appointment Letter to Candidate**
  - Generated & sent by Faculty Administration
  - cc to Dean & Department Chair
  - Details include: title/start date/academic year/base salary/moving expense policy/mid-probationary & tenure review years
Special Case: Work Authorization for International Faculty

• A faculty member who is **not** a permanent resident or U.S. citizen needs work authorization ("sponsorship" by Loyola) in order to begin employment at LUC

• As soon as an offer is accepted, notify Office of International Programs so they can assist with work authorization

• Please be aware that extra processing time is needed

• Tami Renner, Office for International Programs:
  – trenner@luc.edu or at 8-3899

Questions or Comments?

Please do not hesitate to contact the Office of Faculty Administration with any questions or comments.

Anne Reuland, areuland@luc.edu or at 8-7478
Paige Myers, pmyers1@luc.edu or at 8-7482
Jessica Haley, jhaley@luc.edu or at 8-7477

Best wishes for a productive search!