



General Hiring Protocol for New Tenure-Track and Lecturer Positions (permanent faculty only)

- I. **Provost Approved Filing Faculty Position**
- II. **Deans/Department Chairs Prepare to Search**
 - a. Membership: diverse; faculty (TT/NTT); staff; student; etc.
 - b. Prepare position description
 - c. **All search committee members must complete Anti-Bias Training for Search Committees – Please contact apad@luc.edu for questions and for training dates**
 - d. Send “New Faculty Hiring Plan” to Faculty Administration (faculty-admin@luc.edu)
- III. **Announce the Position**
 - a. Faculty Administration posts to the Loyola career website, <https://www.careers.luc.edu>.
 - b. Post position in major publications (i.e. Chronicle of Higher Education, Inside Higher Ed) and specialized venues (see “**LUC Diversity Hiring Resources**” document in your packet) *after* it appears on the LUC site. Hiring Unit should note that all recruiting materials in any venue *must* carry the EOE tagline: “**Loyola is an Equal Opportunity Employer**”
 - c. Keep a committee log and copy Faculty-Admin@luc.edu on every online announcement or posting of the vacancy, e.g., professional organization or journal sites, discussion lists in your field, etc. All postings and ads may be requested for review by government agencies overseeing labor practices, and/or immigration issues when we hire international faculty members.
- IV. **Search Committee Begins Work**
 - a. Respond to applicant inquiries.
 - b. Applicants must apply electronically: www.careers.luc.edu; may contact committee chairperson with questions of content, process, or technical issues on LUC site – the latter can be referred to Faculty Administration.
 - c. Establish a system for managing committee records. Collect and retain all documents related to the process as you go.
 - d. Determine whether to request references for all applicants at outset or for selected individuals as determined later by committee. The Committee can also request names of references at this stage, which is common practice for hiring senior faculty.
- V. **Search Committee Reviews and Evaluates the Applicant Pool**
 - a. Committee access applications through the *internal* LUC hiring site, <https://www.careers.luc.edu/hr>. Use the site to track applicant status.
- VI. **Identify candidates for interviews of short-list candidates.**
 - a. Deans/Department Chairs should evaluate the short list to ensure that it includes a diverse slate before the interview process begins. Deans/Department Chairs can also



request a diversity advocate (APAD's office) to consult on any stage of the search process.

- b. The Committee should determine how interviews of short-listed candidates will be performed. As a best practice, we recommend virtual interviews to ensure equity given the substantial costs associated with travel to national conferences.
- c. Recruitment costs are covered by Dean's office. Contact your Dean's office/business manager first when seeking approval for campus interview expenses.

VII. On-Campus Interviews Process

- a. Dean must approve candidates for the campus visit. To request dean approval, provide candidate materials: cover letter, CV, committee's rationale.
- b. The committee should notify candidates that they should prepare to discuss their understanding of the University mission and how they will contribute to Loyola's diversity, equity and inclusion efforts **prior** to their on-campus visit.
- c. Make sure everyone interviewing is aware of the "do's and don'ts" of interviewing, i.e. what constitutes fair and legal pre-employment inquiries.
- d. All inquiries, whether on forms, during interviews, meals, or any session with candidates (or requests for information concerning applicants), must comply with Federal and State law.
- e. Assign a host and make comprehensive travel arrangements for the candidate. The host is responsible for the candidate's visit and makes sure he/she arrives at each meeting on time. As the search committee plans the agenda, ensure that candidates have an opportunity to meet with faculty that share similar research/teaching interests and with available members of the candidate's affinity group.
- f. Know the procedures for travel expenses and reimbursement, so you can advise candidate. (Same forms and receipt requirements as your professional travel reimbursement.)

VIII. Hiring Unit Provides Finalist Evaluations and Documentation to Dean

- a. **Strengths and weaknesses of each candidate.** Hiring units should provide a summary paragraph on each candidate's strengths and weaknesses. This document should *not* rank the finalists with labels like "our 1st, 2nd, and 3rd choices." The dean should be able to read the evaluations and, in consultation with the department leader, search committee, or program director, determine the candidate to whom the initial offer should be made. In many cases it will be clear who is the strongest candidate; this can certainly be confirmed in the dean's discussion with the departmental/program leadership. This will reduce the instances in which individuals might be disappointed that the dean decided to make the offer to someone who is not the "first choice."
- b. **Evaluation tool for each candidate.** Please compile *one* evaluation tool per candidate—*not* one from every committee member.
- c. **Search Committee Diversity Narrative**

IX. Dean Recommends of Proposed Hire to Provost

- a. The Dean should send email to the Provost including a written recommendation of whom to hire for the position, along with the three items above. **These documents should be**



combined into a single .pdf attached to the email. Please include Badia Ahad and Anne Reuland in your email to the Provost.

Your recommendation might look something like this:

The School of XX interviewed NN candidates for consideration for this position. The search committee, which was chaired by Professor XX, has concluded its deliberations and forwarded their assessments of the finalists.

After personally interviewing each of these candidates, reviewing the evaluations forwarded by the search committee, and discussing each candidate with the committee, I believe Candidate A is qualified for the position, as noted below.

Candidate A: *Dr. A has excellent academic credentials, and has spent many years doing.... Dr. A has a Ph.D. in ZZ and is interested in returning to the Midwest. We believe Dr. A is a particularly strong fit for several current needs in the school because of our focus on She has NN years of teaching experience, with special expertise in YY. The committee found her research and scholarly work highly impressive, and her teaching and research strengths include ... She stated that one of the primary reasons that our position appealed to her was our focus on transformative education. We believe she can contribute to our mission in the following ways...Based on her past successes with grantsmanship, the committee believes she would be successful in bringing new grants to Loyola. The committee believes she demonstrates high potential for faculty leadership...*

The dean will provide similar discussion of Candidates B & C, or an explanation of why you believe Candidate B and/or C are not good fits.

X. First Offer to Candidate

- a. Subsequent to the Provost's approval, depending on the school/college, the Dean or Department Chair may handle the offer negotiations directly with the candidate. All initial offers should be made verbally. If a candidate insists on or desires a written communication, even as part of an initial offer it must be made clear that the written communication does not represent a formal contract.

XI. Final Appointment Letter to Candidate

- a. When your negotiations with the candidate are completed, please email me the details of the final offer and the acknowledgement that the candidate has accepted (again, please copy Anne Reuland so she has the correct information for the appointment letter). The formal letter of appointment is issued by the Provost's Office. A sample appointment letter is attached to this memo. You will be copied and also will be advised when we receive the signed letter back from the candidate. The university contract letter (formal letter of appointment) includes:
 - i. Start date (**August 13, 2018**) and academic year
 - ii. Base salary
 - iii. Start-up funding
 - iv. Moving expenses reimbursement up to \$3000.00
 - v. Mid-Probationary and Tenure review years



Other agreements between the candidate and the academic unit that are idiosyncratic to the hire, e.g. additional research funds, additional moving expenses, etc., must be communicated separately by the academic unit to the candidate.

In addition to above information in items 1 – 5, be sure to indicate:

- Years of credit toward tenure, if any
- If a faculty employment start date is other than **August 13** attach the *Request for Adjusted Hire Date Form* (available from Faculty Administration)

XII. Additional Relevant Items

Deans' Budgetary Considerations

- a. If you are proposing a salary offer that exceeds the current budget for the position, state clearly how you will fund the position.
- b. Please be aware of salary parity issues and the potential for salary compression by comparing what you intend to offer the candidate with salaries for colleagues already working in the department/school at similar rank and years of service.
- c. The Provost's Office will cover up to \$3,000 in moving expenses for TT faculty and NTT faculty on 3-year contracts.

Please include in your recommendation a summary of the terms of the recommended offer:

1. Appointment Title: Assistant/Associate Professor (Tenure Track), Department of Department Name (or Non-Tenure Track, if appropriate)
2. Start Date: **August xx, 201x**
3. Salary: \$ XX,000 for the academic year (9 months, August – May) (or modified, if appropriate, for a 12-month position)
4. Teaching Responsibilities
 - Please make clear to the candidate during the offer/negotiation process the instructional responsibilities expected of a faculty member. Language for a tenure-track faculty offer should read something like:
 - "Your teaching responsibilities will be those normally expected of a research active faculty member in *NN department/school*, which is 5 courses per year."
 - It could also include a modifier, such as:
"During your first year, you will have a one-course reduction from the normal load to help you.... *develop courses/start up your lab/etc.*"
5. If applicable: "An additional \$X, 000 will be provided during the first year to support the start-up of your research program at Loyola University Chicago during the academic year." These are funds beyond those normally provided by the academic unit, such as funding for labs and major equipment.

Final reminders

- If your chosen candidate will need to speak to someone about his/her work status in the U.S., the International Student and Scholar Services office is available for consultation. You can contact that office directly with any questions by emailing Eliza Plous at isss@luc.edu.



- Faculty appointments are subject to the terms and conditions of the Faculty Handbook, the published policies posted on Loyola University Chicago’s website, and the various written documents of the University, its schools, and academic departments. Please note that faculty appointments are conditional, pending the completion of a background check (we outsource this to a company called HireRight), and continued appointment of faculty members is subject to meeting appropriate authorization as required by the US Immigration and Naturalization Reform Act of 1986.