RECRUITMENT AND HIRING GUIDELINES FOR FULL-TIME AND PART-TIME FACULTY APPOINTMENTS

Office of the Vice President, Academic Affairs

(Revised April 2013)
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Preamble

Recruitment and Hiring Guidelines for
Full-Time and Part-Time Faculty Appointments

The procedures outlined below apply to the recruitment and hiring of full-time and part-time regular faculty. These have been developed to assist units in attracting a qualified and diverse pool of applicants for each faculty opening. An important step in making Saint Louis University the finest Catholic university in America, is the employment of qualified women and people of color at all levels of the University in proportion to their availability in the workforce. The University’s recruitment process must reflect an unequivocal commitment to principles of non-discrimination and equal opportunity.

Each Dean is ultimately responsible for the hiring process within her or his academic unit. Specifically, the Dean is responsible for ensuring appropriate and diverse search committee membership, charging and training search committees, and providing regular oversight of contemporary search and screening processes that will yield a well-qualified, faculty that enhance the University’s excellence.
Full-Time Faculty Hiring Process

Position Approval Process

The following steps are required before beginning a search for a faculty position whether it is a new, replacement, or previously unfilled position:

- Once a decision to recruit has been made, the process begins when the department completes an online employment requisition, using the PeopleAdmin system.

- The search committee chair (i.e., department chair, program director, or her/his designee) must create a PeopleAdmin user account at jobs.slu.edu/hr, which is automatically submitted to Human Resources for approval. When the user account is approved, the requisition may be entered and submitted to the Dean for the next level of approval.

- Following approval by the Dean’s Office, the requisition is submitted to the Office of the Vice President for Academic Affairs (or Vice President for Medical Affairs, as applicable).

- If the position requisition and attached advertisement are approved, the requisition is then forwarded to Business and Finance (Budget Office) for approval.

- Next, the Vice President for Human Resources must approve the requisition, followed by approval from the University President, if the request is for a new position.

- Once the requisition has been approved by the Vice President for Human Resources and President, if applicable, the requisition will be forwarded to the Office of Diversity and Affirmative Action for posting.

*** For individualized training for department chairs, search committees, and support staff on the PeopleAdmin system, please contact Mary Krieg, Administrative Assistant for Diversity and Affirmative Action, 977-3838.
Additional Resources for the Search Committee

Search Committee Chair Folders
Additional information for the Search Committee is available by request from the Office of Diversity and Affirmative Action. These folders include:

- A letter from President Father Biondi regarding Saint Louis University’s commitment to affirmative action and the equal employment opportunity policy
- Faculty Search Process Information
- New Hire Information for New Faculty Members
- I-9 eXpress Process
- Faculty Professional Recruitment Sources
- EEO is the Law document
- New Full-Time Faculty Checklist
- Web page showing links to New Faculty Information Lists

Candidate Recruitment Folders
A recruitment packet with the following information is available by request from the Office of Diversity and Affirmative Action. These folders include:

- Document on the Jesuit Mission of Saint Louis University
- Document on the Catholic and Jesuit Identity of Saint Louis University
- Benefits Summary
- SLU Profile
- SLU campus map
- Relocation Information Guide
- Jeanne Clery Act Information
Creating the Job Advertisement

When an academic position is approved for a search, a Job Advertisement should be prepared which accurately reflects the actual position responsibilities and minimum qualifications, while inviting people of color and women. A sample job advertisement is included in the appendices of this guidebook. The job advertisement should include the following:

- Position title
- **Minimum** academic and experiential requirements for an applicant to be considered, and **desirable** qualifications beyond those required
- An outline of the application procedure as follows:
  - Online submission of the application, cover letter, and curriculum vitae at jobs.slu.edu: materials to be submitted; and
  - Other required materials that may be submitted by mail or e-mail (e.g., names of references with contact information or letters of references, placement credentials, etc.)
- Date by which materials should be received for full consideration (NOTE: greater flexibility in recruiting can be achieved if, instead of a specific deadline, you use phrases such as “applications received after <date> cannot be assured full consideration” or “screening will begin on <date> and continue until the position is filled”);
- Basic conditions of employment (e.g., a nine-month or twelve-month appointment, a one-year or ongoing position, tenure-track or non-tenure-track)
- Salary statement (use phrases like “competitive” or “commensurate with experience” rather than a dollar figure, unless an amount is fixed by a grant)
- Anticipated start of employment
- Required language for all Saint Louis University position announcements:
  - “Saint Louis University, a Catholic, Jesuit institution dedicated to student learning, research, health care, and service, is seeking applicants for . . . .” (first sentence of announcement)
  - “Saint Louis University is an Affirmative Action/Equal Opportunity Employer (AA/EOE); and encourages nominations of and applications from women and minorities.” (last sentence of announcement)
  - “All applications must be made online at [http://jobs.slu.edu](http://jobs.slu.edu).” (anywhere on announcement)
Cautionary Advice on Uses of Technology in the Hiring Process

Both hiring committees and job seekers should bear in mind that commonly used forms of electronic communication and social media, such as e-mail, Facebook, Twitter, LinkedIn, and other various websites, lend themselves to public dissemination. This is generally a strength, but it may be a drawback when confidentiality is necessary. More than usual care is therefore required when using electronic communication in the hiring process.

Most breaches of confidentiality are the result of human error and are not inherent in the technology. Failing to exercise due caution, search committees have posted evaluative comments on candidates on unsecured web pages (where they inadvertently become objects on Google and other search engines), have sent e-mail messages with a visible list of recipients to all their short-listed candidates, and successful candidates have posted news of their good fortune to professional discussion groups before the hiring department informed other candidates of the final decision.

Recommended precautions include:

• **Consult your technical support staff.** Before using e-mail or a website to share confidential information, the hiring committee should consult with technology support personnel to ensure that the committee’s use of electronic communication is secure.

• **Follow institutional guidelines.** Hiring committees should inquire about institutional guidelines for electronic communication/social media and privacy policies. If such guidelines do not exist, the search committee may wish to generate departmental guidelines for ensuring confidentiality.

• **Remember to use the “blind copy” e-mail function.** Whenever a hiring committee uses a single e-mail message to communicate with multiple job candidates, the committee should ensure that the list of candidates’ addresses and names is securely masked.

• **Know and verify to whom you are sending information.** Anyone who generates, responds to, or forwards an e-mail message relating to the search process should check and think twice before sending it to ensure that the appropriate “respond” or “forward” function has been used and that the appropriate recipients are listed (e.g., “blind copy” to protect recipients’ anonymity).

• **Consider the public availability of webpages.** Unsecured webpages should never be used to share confidential information.

• **Be discreet.** Both hiring committees and job seekers should respect the hiring timeline by refraining from public, electronic discussion of the interview process until the committee has privately notified all candidates of the final outcome.

• **Anticipate electronic failure.** Hiring committees should remember that electronic communications are subject to technical failure. Important e-mail messages to candidates should ask for confirmation that the message was received.

• **Immunize yourself.** Use appropriate virus software when importing files.

• **Do not share passwords.**
Conducting an Effective Search

Job advertisements are used to recruit a large pool of qualified applicants. A job advertisement is usually prepared for posting on various websites and job search databases. A shorter advertisement can also be developed for newspapers, professional journals, or other print and electronic media that require a substantial fee or impose space limitations, as needed. Information released to the news media, journals, placement bureaus, employment agencies, and professional Internet listings should be explicit about available positions, responsibilities involved, and necessary qualifications.

In addition to advertising in discipline-specific publications and other online resources, Saint Louis University is a member of the Higher Education Recruitment Consortium (HERC). Through the sharing of information and resources, HERC supports its member institutions in attracting and retaining outstanding faculty, administrators, and staff. One of the many benefits of this membership is that all of our positions are automatically posted and advertised on the St. Louis Regional HERC website at no cost. HERC is the only academic website on which your advertisement will automatically be posted. All faculty positions are also automatically posted on Indeed.com.

Additionally, the Office of Diversity and Affirmative Action posts available faculty positions on Missouri Career Source. This site provides notification of openings to U.S. military veterans.

If the search committee would like to advertise on any other site or database (e.g. The Chronicle, Higher Ed Jobs, etc.), the hiring department would be responsible for bearing the cost and arranging the posting of the advertisement.

The Office of Diversity and Affirmative Action has a complete listing of job search websites and databases that the search committee can reference for ideas for job advertisement postings. This listing is included in the Search Committee Chair folders.

Faculty Search Committees are encouraged to include in the search plan recruitment strategies that extend beyond print or web-based venues, including:

- making personal contact with a diverse array of colleagues at other colleges and universities, regionally, nationally, and internationally, in order to solicit nominations and applications.
- networking with local groups of professionals and/or alumni that can provide connections to potential faculty candidates. Efforts to develop and maintain connections to persons from these groups can include invitation to campus to deliver lectures, attend social events, and attend graduation activities.
- networking with graduate directors in your field. Many graduate directors will be able to supply you with a list of candidates seeking placement.
- sending students to national meetings to aid in the recruitment process.
- following the department’s own students through their graduate experiences to recruit faculty candidates familiar with the University and the program.
• establishing relationships with national organizations, particularly those whose membership is comprised of persons of color and women.

• developing relationships with organizations and groups whose members include numerous faculty and graduate students of diverse groups.

• posting positions on listservs whose membership is comprised of faculty and/or doctoral students.

• partnering with other academic units to offer joint appointments or primary/secondary appointments that might improve the likelihood of enriching a unit’s applicant pool.

As faculty recruitment can be a year-round process, long-term strategies can include:

• establishing partnerships with historically black colleges and universities (HBCUs)

• obtaining grant funding for minority recruitment, possibly through the U.S. Department of Education

• networking and interviewing potential candidates at academic conferences

• ensuring that the faculty’s research is representative of diverse populations

• developing partnerships with other academic units that are conducting outreach efforts into communities of persons underrepresented within the University

• developing “start-up” packages that will serve as an incentive for highly sought-after faculty candidates to consider Saint Louis University
The Search Committee

Search Committee Charge
The purpose of a faculty search committee is to assist in the recruitment, screening, interviewing, and recommending of candidates for an advertised academic position. Of these four functions, the importance of recruitment—that is, active searching—cannot be overemphasized. Without a rich and diverse pool of candidates, screening and interviewing are fundamentally moot activities.

The specific charge to the search committee should be clearly articulated by the appropriate department chair, dean, or other University official at the outset of a search.

A search committee may, for example, be asked to rank the candidates for hire, to forward unrated names of all interviewed candidates that are acceptable for hire, or to list strengths and weaknesses of the interviewed candidates, when making its final report to the department head or other administrative official.

Prior to initiating its search, the entire search committee must meet with the dean or her or his designee to ensure that all members are familiar with the guidelines outlined in this document, have been trained regarding diversity, equity, and affirmative action, and are prepared to implement a search plan that will yield a rich, diverse candidate pool.

Search Committee Composition
Ordinarily, a search committee is selected at the department level and is reviewed by the appropriate dean. It may be necessary or desirable to include a person from a related academic or administrative area on a search committee. In these cases, the administrator of that person’s department, college, school, or center should be consulted prior to the individual being included on the committee.

Search committees should be comprised of a membership that includes persons of diverse racial and ethnic groups as well as women. When diverse committee representation is difficult to achieve, diversity should be insured within the interviewing process. Faculty-student interactions are key; so it is imperative to include students (both graduate and undergraduate) in the faculty interview process. Students can also make important contributions to the search process by serving on the search committee and/or meeting candidates during campus visits.

All faculty search committees are encouraged to include in the interview schedule a representative from the Jesuit community or Office of Mission and Ministry. Committees that are conducting searches for academic department chairs or deans must include a representative from the Jesuit community in the interview schedule.

If your Search Committee is interested in a member of the Jesuit order assisting in your faculty search, please contact the Office of Mission and Ministry. This office maintains a list of names of Jesuit priests who may be available to serve on searches committees within the University.
Search Committee Chair

The chair of the search committee should be well-qualified for the task. An ideal chair is someone who is a:

- highly regarded faculty member or administrator;
- person who has previously served on a search committee and has a working knowledge of the University search process;
- person who has the ability and time to complete the administrative tasks associated with the search process;
- person who is skilled at conducting meetings; and
- person knowledgeable about affirmative action and committed to strengthening and diversifying the University’s workforce.

*It is recommended that an academic department chair not chair a search to fill a vacancy in his/her own department and that the faculty member leaving a position not be involved in the search process to choose his or her successor.*

The search committee chair is responsible for collecting and keeping a complete record of the faculty search. **Application materials for all candidates must be maintained for a minimum of three years.**

Best practices for record keeping include:

- Maintaining one set of notes on each applicant (as opposed to multiple sets of notes from all search committee members)
- Creating a master document or spreadsheet with rankings and reasons for ranking applicants and final candidates
- Shredding all personal notes
- Maintaining a file on the entire search in secure department files (i.e. without public access)
Reference Checking

Reference checking is an important function in the recruitment process. The following suggestions from Human Resources will assist you in this function:

- References should be checked once the applicant pool has been narrowed down to the top candidates for the position.
- It is necessary to have the permission of the applicant before contacting that individual’s references. If the applicant has provided a list of references in the application materials, that can be considered permission to contact; otherwise be cautious about contacting individuals for references that we have not been given permission to contact.
- As a courtesy, notify the applicant when ready to contact their references for their own information.
- If the references provided cannot provide adequate information about job performance, ask the applicant to provide these types of references for us if they wish continued consideration for the position.
- Search committee members may share referencing information since they must make a consensus decision/recommendation based on the same information for all candidates.

References should be obtained prior to a candidate being invited for a campus visit, and may be obtained in written or oral form. Should the committee determine the need to reference contact persons not provided by the candidate, the candidate’s permission must be obtained prior to making contact with a reference. A suggested guide for documenting references is included in the appendices of this guidebook.

Campus Visits

The following policies should be followed for arranging campus visits for faculty candidates.

Travel Accommodations

If the candidate will be driving to the University, the University will reimburse the candidate at the applicable mileage reimbursement rate (currently 55.5 cents/mile). If airfare is required, a reservation should be made utilizing the services of the University-designated travel agent. Following completion of the candidate’s visit, a Direct Payment Voucher (DPV) with all receipts, should be prepared by the department for approval by the department chair and dean.

Lodging

Typically, one night of lodging is adequate for an effective interview. However, if required, a two-night stay in St. Louis is acceptable. Scheduling a visit on Friday or Monday may allow a candidate by staying over a Saturday, opportunity to gain a feel for the city, its living environment, and housing resources, while at the same time realizing economies in the combined cost of air fare and room reservations. Hotel accommodations must be made at either Hotel Ignacio or the Water Tower Inn.
**Meals and Hospitality**

Meeting informally is a valuable way of coming to know a candidate in a more personal, social context. These occasions should be times that offer opportunity to relate to the candidate. For this purpose, the size of the party should not be large. Ordinarily, a party of four (including the candidate) should be the norm.

One dinner engagement with the candidate should be sufficient. Normally, this will be at the close of the first day of interviews. If a candidate arrives in early evening without having had an opportunity for dinner, one member of the search committee might dine with her/him that day as well. The cost of a dinner should not exceed $40.00 per person.

A luncheon meeting each day of the interview is appropriate. In terms of economy of time, these lunches should be on or near campus. The numbers in the party, as a norm, ought to be no more than four (including the candidate) chosen to provide an opportunity for various members of the department to meet informally with the candidate during the course of her/his visit. The cost of a luncheon should not exceed $15.00 per person.

Additionally, a breakfast meeting the first day of the interview is appropriate. The cost should not exceed $12.00 per person.

Spouses of faculty should not be invited to dinners for candidates. If invited, their meals are to be at the faculty member’s expense.

The University will not reimburse other forms of hospitality or entertainment a department may wish to provide a candidate.

**Reimbursement**

Reimbursement for a SLU employee for expenses incurred while entertaining a candidate should be requested by submitting an expense report in the Concur system. All receipts should be included. The request for reimbursement must be approved by the department chair and dean.
Hiring Stages

Interviewing Stage

The following guidelines should facilitate the interview process:

- Ensuring that all members of the search committee are educated regarding the appropriate conduct of interviews is also the responsibility of the dean. Resources that may aid in the training process are available through the Office of Diversity and Affirmative Action and Human Resources.

- The dean must approve all candidates being invited to campus for interviews prior to invitations being issued.

- All applicants must be interviewed by a variety of groups, including at a minimum the:
  - Search Committee
  - Academic department chair (if applicable)
  - Dean or dean’s designee
  - Students (graduate and/or undergraduate)

- **Note:** While most faculty candidates are asked to present colloquia (“job talks”) to faculty, consider inviting the candidates to present to a group of students either in a classroom setting or lecture outside a class.

- The committee must respond to the applicant in a timely manner during each phase of the recruitment process (e.g., application, inquiries regarding status of application, interviewing process, hiring decision, etc.).

- The committee must treat candidates with respect throughout the entire process, approaching the experience from the perspective of interviewing the candidate as well as being interviewed by the candidate.

- Along with highlighting the University’s teaching and research resources, the committee should showcase the physical resources on campus (e.g., Busch Student Center, Bannister House, Doisy Research Center, Hotel Ignacio, Health Sciences Education Union, etc.).

- Provide candidates with a Candidate Recruitment Folder (available from the Office of Diversity and Affirmative Action). You may wish to include other department or college/school/center information, as well as a visit schedule for each individual candidate, in the folders.

- The committee should present the position and the University to candidates in a positive light and meet appropriate stated needs of the interviewee (e.g., providing information regarding housing, schools, childcare, benefits, if requested).

- Interviewers must explore with the candidate specific criteria regarding faculty evaluation, tenure, and promotion.

- The committee must also explore the candidate’s ability to connect with the University’s mission.
If the candidate is not a U.S. citizen or does not have resident alien status, the search committee should determine the candidate’s eligibility to work in the U.S. Prior to offering a position to an international candidate, the hiring official (chair or dean) should contact the Office of International Services to discuss the appropriate visa application or transfer process.

**Note:** A suggested list of interview questions and sample letters that may be used to communicate with applicants are included in the appendices of this guidebook.

### Offer and Acceptance Stage

Following the completion of the interview process, the following activities are required:

- The Search Committee will make a decision on a final candidate in consultation with the academic department chair. At this point, the Search Committee may make an informal offer to a candidate (e.g. by phone or e-mail). The candidate should be made aware that the official offer will be sent by the dean, and that the official appointment letter will be sent by the appropriate Vice President.

- The Search Committee must make an official recommendation to the dean by first completing the **Prospective Faculty Approval Form** in PeopleAdmin. The completed form should be printed, and sent to the dean with any additional information on the candidate, as may be required by the dean’s office (e.g. CV, sample publication).
  - **Note:** Requests for start-up funding and credit towards tenure must be noted on the Prospective Faculty Approval Form.

- After reviewing the recommendation with the academic department chair or the Search Committee, the dean will determine whether a formal offer should be made, except in those cases when the approval of the Vice President for Academic Affairs (or Vice President for Medical Affairs) is also required.
  - The Vice President’s approval is required in the following hiring situations: (1) department chair positions; (2) endowed chairs or professors; (3) when start-up costs exceed those typically provided to the faculty-at-large; and/or (4) when tenure is being requested as part of the appointment.

- The dean will issue a formal offer letter to the candidate. The offer letter should include at minimum the following:
  - Tenure status and rank of the position
  - Details of any start-up funding (if applicable)
  - Any appointment contingencies; e.g. if the candidate does not have the Ph.D. in hand, language indicating that the tenure status, rank, and/or salary may be adjusted upon conferral of the degree
  - Information about credit towards tenure (if applicable); however, credit towards tenure can only be granted with the approval of the Vice President, Academic Affairs
• Information about requesting formal transcripts

• Information about the Criminal Background Check process, including a note that Criminal Background Check is required and that employment is contingent upon its successful completion.

• Optional additional information regarding specific duties of the appointment (e.g. teaching load, details about office and lab support)

• If the candidate accepts the formal offer (in writing), the Dean’s Office will forward a copy of the offer letter sent to the candidate by the dean to the Office of Faculty Affairs, along with the completed and signed Prospective Faculty Approval Form. Depending on the individual practice of each college, school or center, transcripts will either be reviewed by the dean and forwarded to the Office of Faculty Affairs with the offer letter and Prospective Faculty Approval Form, or be sent directly by the candidate to the Office of Faculty Affairs.

• Upon receipt of the (1) offer letter, (2) Prospective Faculty Approval Form, and (3) transcripts, a formal appointment letter will be mailed to the candidate by the Vice President for Academic Affairs.

Employee Onboarding Stage

Short-Term Onboarding Strategies
The following strategies are designed to facilitate the short-term onboarding process for new faculty:

• Provide new faculty moving to St. Louis the link to SLU’s ‘Welcome to St. Louis’ website. This website provides information on local schools, neighborhoods, parks, utilities, child care resources, and more. [https://www.slu.edu/human-resources-home/employee-onboarding/relocation-guide/welcome-to-st-louis](https://www.slu.edu/human-resources-home/employee-onboarding/relocation-guide/welcome-to-st-louis)

• Provide new faculty with the list of approved moving vendors if the college, school, center, or department will be covering moving expenses (as applicable). Explain the reimbursement process with deadlines. Approved Vendors List: [http://www.slu.edu/busfin/departments/business-services/vendor-list-university](http://www.slu.edu/busfin/departments/business-services/vendor-list-university)

• Ensure an inclusive climate that is welcoming and supportive for all faculty, particularly new faculty members. Strategies may include:
  • Add the new faculty member to faculty e-mail and mail distribution lists as soon as possible. (Note: A university e-mail account will be created once the faculty member has returned his/her appointment letter to the Office of Faculty Affairs.)
  • Ensure that the department has accurate contact information for the new faculty member.
  • Ensure that the new faculty member has information regarding department and/or college/school/center orientation sessions. (The appointment letter
will indicate that new faculty members are *required* to attend the official university New Faculty Orientation.

- Ensure that the new faculty member has information regarding campus resources, including, e.g.: The Reinert Center for Transformative Teaching and Learning, the Office of International Services, the Office of Research Development and Services, the campus bookstore, the Benefits Office, etc.
- Ensure that the new faculty member’s office is identified and prepared well in advance of her/his arrival and that s/he is aware of the date for moving into the office. Discuss any equipment needs with the faculty member in advance.
- Discuss the textbook ordering process in advance with the faculty member. Be sure to note any specific deadlines for placing orders if the faculty member will be teaching in her/his first semester at the University.
- Ensure that the new faculty member has been provided with information about benefits enrollment.
  - All new full-time faculty are required to attend a Benefits Orientation prior to enrolling.
  - Faculty become eligible for benefits on the first day of the month following the start date on their appointment letter (e.g. if the start date on the appointment letter is August 15, the faculty member would be eligible for benefits on September 1).
  - *Faculty must enroll in benefits no later than 31 days after their benefits eligibility date* (again, e.g., if the start date on the appointment letter is August 15, the faculty member must enroll in benefits no later than September 31.)
- If the faculty member will be transferring a grant, provide him or her contact information for the Office of Research Development and Services as soon as possible.

**Long-Term Onboarding Strategies**

*Long-term* strategies may include:

- Ensure that the new faculty member has accurate information regarding promotion and tenure requirements. Supply the faculty member with copies of any departmental or college/school/center guidelines.
- If possible, facilitate a connection between the new faculty member and a mentor within the department.
- Designate a staff or faculty member that will initiate periodic contact with the new faculty member prior to her/his arrival.
- Establish a formal and informal mentoring culture within the unit. A new faculty member may have multiple mentors to fulfill differing needs (e.g., teaching, tenure, etc.). The Reinert Center for Transformative Teaching and Learning can provide training and support for mentorship.
• Be sensitive to the anxiety of being a new faculty member through initially assigned teaching, committee, and advising responsibilities.

• Provide candid, early, and ongoing developmental feedback regarding teaching, scholarship, and service.

• Encourage the new faculty member to document her/his achievements. Introduce the faculty member to Activity Insight and any department or college/school/center reporting requirements.

• Encourage the new faculty member to establish a research and writing schedule.

• Ensure that all faculty members and students have information about the new faculty and, ideally, have the opportunity to meet the new faculty member.

Additional information on onboarding new faculty may be found on the Human Resources, New Employee Guide, website: http://www.slu.edu/human-resources-home/employee-onboarding
Part-Time Faculty and Post Doctoral Fellow Hiring

Position Approval

Regular part-time faculty (not adjunct faculty) as well as post doctoral fellowship positions which require a national search will follow roughly the same approval process as for full-time faculty positions.

The following steps are required before beginning a search for a part-time faculty or post doctoral fellow position whether it is a new, replacement, or previously unfilled position:

- Once a decision to recruit has been made, the process begins when the department completes an online employment requisition, using the PeopleAdmin system.

- The search committee chair (i.e., department chair, program director, or her/his designee) must create a PeopleAdmin user account at jobs.slu.edu/hr, which is automatically submitted to Human Resources for approval. When the user account is approved, the requisition may be entered and submitted to the Dean for the next level of approval.

- Following approval by the Dean’s Office, the requisition is submitted to the Office of the Vice President for Academic Affairs (or Vice President for Medical Affairs, as applicable).

- If the position requisition and attached advertisement are approved, the requisition is then forwarded to Business and Finance (Budget Office) for approval.

- Next, the Vice President for Human Resources must approve the requisition, followed by approval from the University President.

- Once the requisition has been approved by the President, the requisition will be forwarded to the Office of Diversity and Affirmative Action for posting.

*** For individualized training for department chairs, search committees, and support staff on the PeopleAdmin system, please contact Mary Krieg, Administrative Assistant for Diversity and Affirmative Action, 977-3838.

While extensive recruitment and search strategies are not typically employed for the hiring of part-time faculty and post doctoral fellows, departments are encouraged to utilize strategies to obtain a rich, diverse pool of part-time candidates including:

- making personal contact with a diverse array of colleagues at other colleges and universities in order to solicit nominations and applications;
- developing relationships with organizations and groups whose members include numerous faculty and graduate students of diverse groups; and
- posting positions on listservs whose membership is comprised of faculty and/or doctoral students.
APPENDIX A:

Sample Full-Time Faculty Job Advertisement

(Note: The example below provides a sample of the minimum information to be included and may be expanded to provide additional information about the department and the position as needed. Boldface type is required wording as placed in the advertisement below.)

Tenure-Track Position

Saint Louis University, a Catholic, Jesuit institution dedicated to student learning, research, health care, and service, is seeking applicants for a tenure-track appointment in DEPARTMENT, beginning SEMESTER,YEAR. The appointment is at the level of RANK. A doctorate in FIELD with strong research and teaching skills and publication commensurate with a Ph.D. program is required. Salary is dependent on qualifications and experience. Interested candidates must submit a cover letter, application, and current curriculum vitae to http://jobs.slu.edu. All other correspondence regarding this position can be sent to NAME, etc.

Saint Louis University is an Affirmative Action, Equal Opportunity Employer and encourages nominations of and application from women and minorities.
APPENDIX B:

Sample Letter of Acknowledgment of Application

Date

Name
Address
City, State  ZIP

Dear Name:

Thank you for your interest in the position in the Department of _____________ at Saint Louis University. The Search Committee has begun to review applications. I would anticipate that you will receive an update with regard to the search by late September.

Please feel free to call me if you have any questions in the interim. Again, we appreciate your interest in Saint Louis University, and hope that we will have the opportunity to meet you.

Sincerely,

Name
Title
APPENDIX C:

Sample Letter for Applicant Not Selected for Interview

Date

Name
Address
City, State Zip

Dear Name:

The Search Committee has finished reviewing your application for a position in the Department of ______________ at Saint Louis University. We were pleased by the quality of responses we received from applicants, like yourself.

We have identified finalists for further consideration. Please know that it is with regret we will not be able to invite you to campus for an interview.

Again, thank you for your interest in the ______________ position, and Saint Louis University. We wish you much success in your future endeavors.

Sincerely,

Name
Title
APPENDIX D:

Sample Letter for Applicant Not Selected

Date

Name
Address
City, State Zip

Dear Name:

Thank you very much for your interest in the Department of _________________ at Saint Louis University. Everyone invited to campus was well-qualified and talented, and the task of choosing a finalist proved to be very challenging. I regret to inform you that we have selected another candidate, one whose credentials more closely reflect our current needs.

Again, thank you for your application and expression of interest in this position. We enjoyed meeting you, and hope that you will consider Saint Louis University for future career opportunities.

Sincerely,

Name
Title
APPENDIX E:

Sample Reference Checklist

Person Contacted ______________________________________________________________

Place of Employment/School _____________________________________________________

Telephone Number ____________________________________________________________

Relationship to candidate: Supervisor _____ Colleague _____ Mentor _____

Other _____ Please describe ____________________________________________________

Verification Information

Dates of employment were from ________________ to ________________

Position title was ______________________________________________

Quality of Teaching

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

Quality & Type of Research

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

Strengths?

______________________________________________________________________________

______________________________________________________________________________

Areas for Improvement?

______________________________________________________________________________

______________________________________________________________________________

Attendance?

______________________________________________________________________________

Ever accused/found guilty of any type of unprofessional behavior? Yes _____ No _____

Eligible for rehire? Yes _____ No _____ Yes, with reservations________________________

Other Comments?_______________________________________________________________
APPENDIX F:

Suggested Questions for Faculty Interviews

SAINT LOUIS UNIVERSITY

Select only the questions that are most useful in screening for your open faculty position.

Mission
1. Saint Louis University considers its Jesuit and Catholic identity as an essential component of its tradition, a component which distinguishes its educational endeavors and service programs. How do you see yourself contributing to or being a part of this identity?
2. Saint Louis University describes itself as a Jesuit and Catholic institution. What role do you see for yourself in contributing to this identity?
3. Saint Louis University takes great pride in its Jesuit and Catholic identity. How do you see this applying to your role at the University, and how do you see yourself contributing to it?

Academic Experience
1. Please describe the major contributions you have made in your current or last academic position.
2. What do you feel was your greatest teaching accomplishment?
3. What advancements have you made in your research?
4. What have been your teaching responsibilities?
5. What challenges have you faced in your work?
6. Describe the academic environments in which you have been a faculty member. (Include structure of department, size of school, etc.)
7. What is your ideal academic environment?
8. Why have you chosen Saint Louis University as a place you would consider for employment?
9. Who do (did) you report to in your current (recent) faculty appointment? If I were to ask that person about your work, what would s/he tell me about you?

Technical/Functional Skills
1. What experience, skills, and education do you consider most helpful in contributing to your success in teaching? Research? Service?
2. How has your performance been evaluated? What are your strengths? What are the areas that you could develop further?
3. Have you had any supervisory responsibilities? Please describe.
Education/Professional Development

1. Why did you choose your academic discipline and major field of study?
2. Tell me about your research.
3. How do you keep informed of the latest developments in your field?

Communication Skills/Collegial Relations

1. Describe the most significant piece of writing you have completed. How did you determine your objectives? How was it presented?
2. How often do you lecture in class?
3. Describe your teaching style.
4. Describe an interaction with a colleague that produced positive results.
5. Describe an interaction with a colleague that did not produce positive results.

Planning/Organization

1. Tell me how you executed your most recent research project.
2. Tell me how you developed a new course you taught.
3. What processes or tools have you used to plan, organize, and monitor a major project?
4. What are your short-term teaching/research/service goals? Long-term goals?

Judgment/Decision Making

1. Give me an example of a good professional decision you have made in the last six months. Why was it a good decision?
2. When do you involve others in decision-making?
3. Describe a time when you felt it important to get feedback from others before making a decision.

Initiative

1. What have you done recently that you felt went beyond your normal scope of responsibility? In what ways did you contribute or see success?
2. Describe a new idea you took forward or new process you implemented.
3. Aside from department responsibilities, what college-level involvement did you have at your school? Did you volunteer or was it an assignment? What impact did you have?

Problem Solving/Analytical Skills

1. Describe a time when you used your analytical skills to solve a significant problem or recommended an improvement to existing systems. What was the result?
2. What is the most difficult situation you recently experienced? What did you do?
3. When presented information that you disagree with, how do you respond?