



SAINT LOUIS
UNIVERSITY

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

Office of the Provost

(Revised October 2007)

RECRUITMENT AND HIRING GUIDELINES

FULL TIME AND PART-TIME FACULTY APPOINTMENTS

The procedures outlined below apply to the recruitment and hiring of full time and part-time faculty. They have been developed to assist units in attracting a qualified and diverse pool of applicants for each faculty opening, since an important step in making Saint Louis University the finest Catholic university in America is the employment of qualified women and persons 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/his academic unit. Specifically, the Dean is responsible for ensuring appropriate and diverse search committee membership (to include students), 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

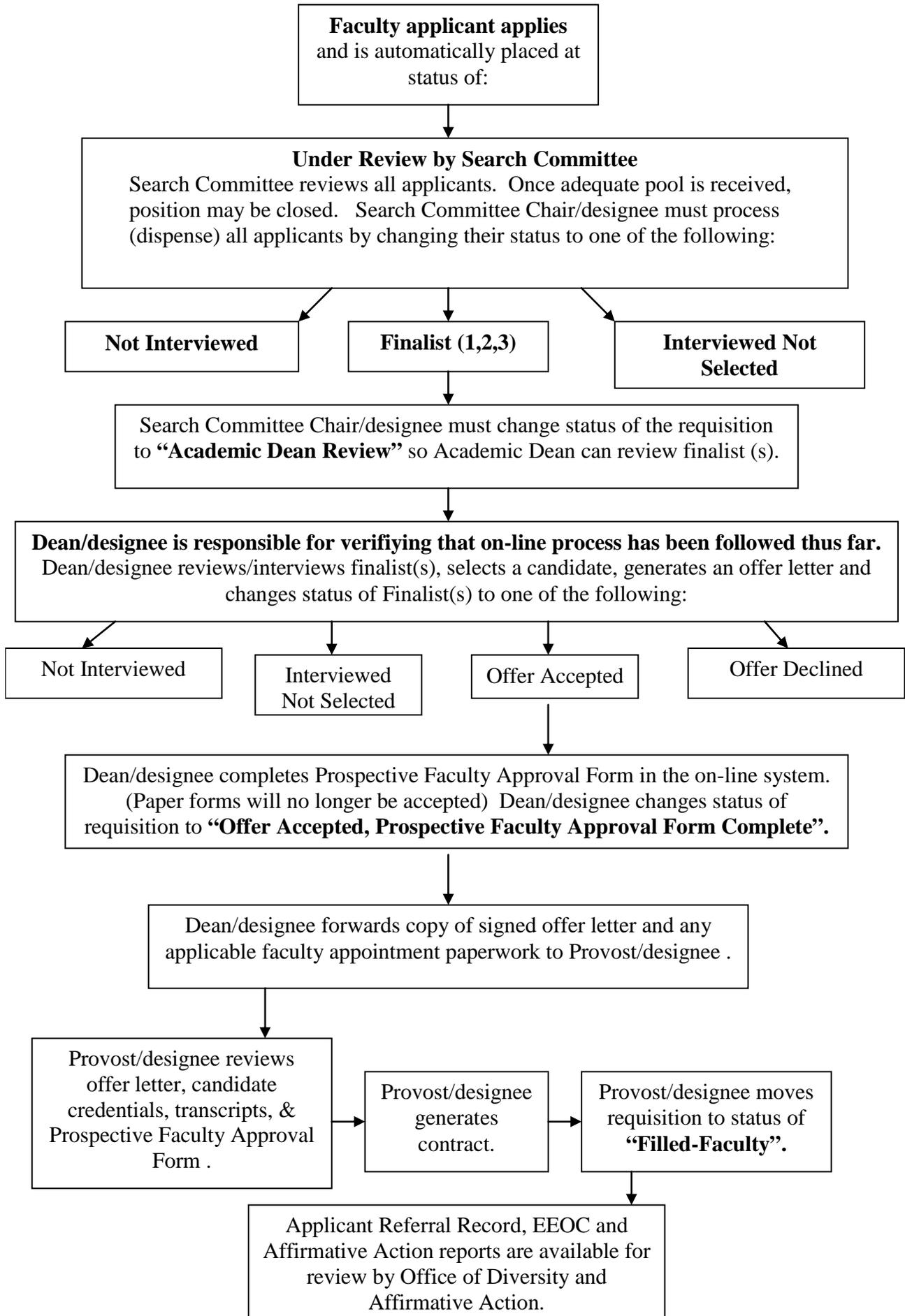
Position Approval

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

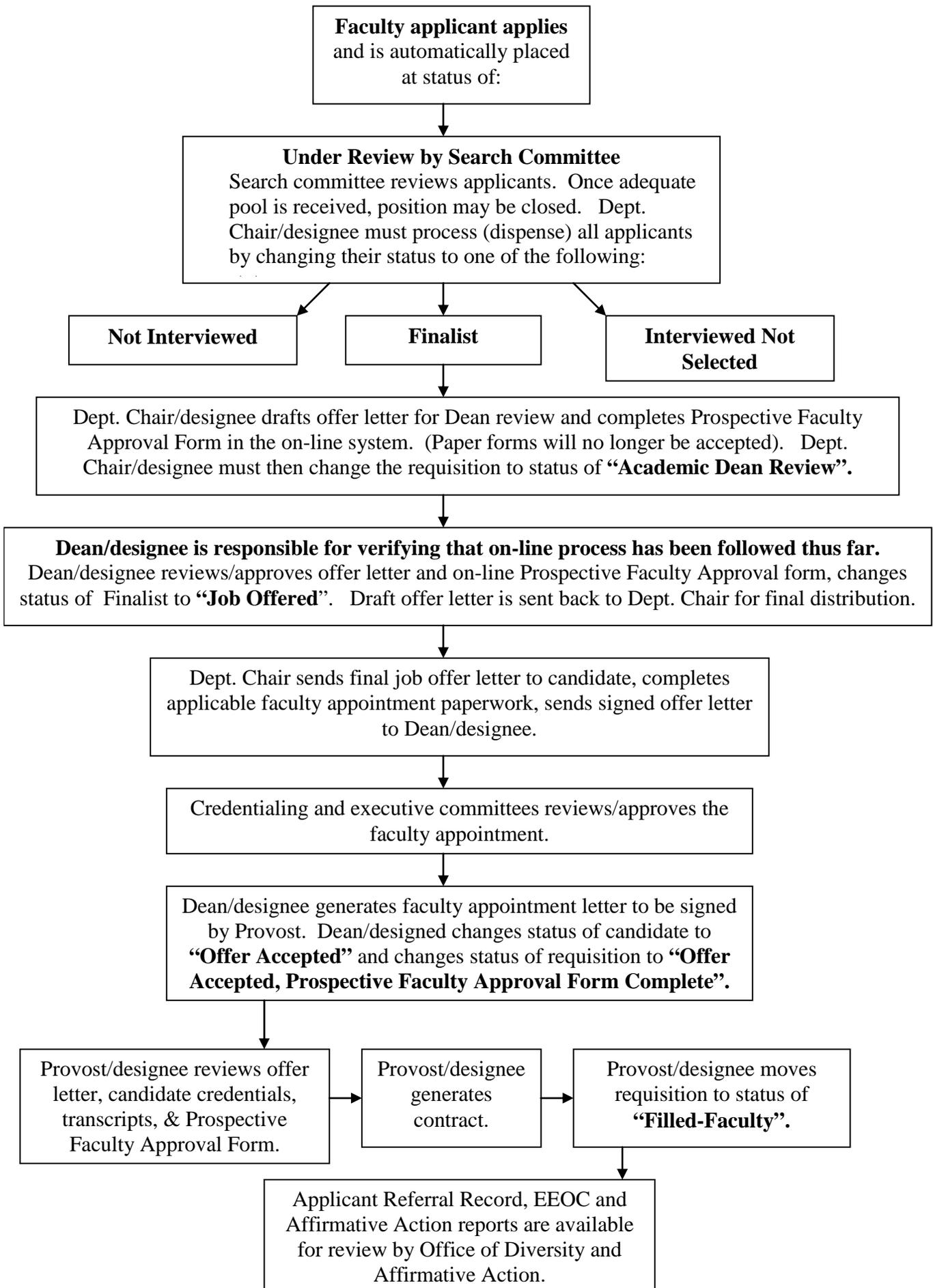
- The recruitment process begins with the department or school completing an on-line employment requisition, using the People Admin system.
- The hiring manager (i.e., department chair, program director, or her/his designee) creates a user account, which is automatically submitted to Human Resources for approval. When 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 Provost's Office. At the Provost level, the position and advertisement are approved and forwarded to Business and Finance for processing as well as to the Office of Diversity and Affirmative Action for posting of the advertisement.

*** For individualized training for department chairs, search committees, and support staff, please contact Ms. Patty Haberberger in Human Resources at 977-8597.

University (Non-SOM) On-Line Faculty Hiring Process



SOM On-Line Faculty Hiring Process



Information for the Search Committee will be provided by the Office of Diversity and Affirmative Action, to include:

For Search Committee:

- Letter from Father Biondi regarding Saint Louis University's commitment to affirmative action
- Supply of recruitment materials (postcards, brochures, and *In Perspective* booklets)

For candidates:

- University faculty recruitment publication to be sent to those candidates interviewed by telephone
- Packet for candidates invited to visit campus (includes benefits information, relocation guide, campus map, Saint Louis University Profile & Cleary Act notification)

For faculty hired:

- Information regarding work eligibility (I-9's), employee health clearance, background checks, and credentialing.

For the recruitment and hiring of a previously approved, but unfilled, full time faculty position, the position must be requested. The process outlined in these guidelines, however, will be expedited, as position approval is not required.

Information regarding the hiring of endowed teaching chairs is available on the Provost's website.

Upon approval of the position requisition, funds will be transferred to the account of the requesting school or college. These funds are to be utilized for all expenses related to the recruitment process (i.e., advertising, travel, and campus visits). The level of the position being requested will determine the amount of funding. The department, school, or college may determine the way in which the funding is dispersed.

Position Announcement

When an academic position is approved for searching, a **Position Announcement** should be prepared which accurately reflects the actual functions and duties of the position, while inviting of persons of color and women. A sample recruitment advertisement is attached. The position announcement should include the following:

- Position title;
- **Basic** academic and experiential requirements for an applicant to be considered, and **desirable** qualifications beyond those required;
- An outline of the application procedure as follows:

- On-line 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 (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; and
- 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 application from women and minorities. (last sentence of announcement)
 - “All applications must be made online at <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, such as email and Web sites, 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), they have sent email 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. Cautions include:

- Consult your technical support staff. Before using email or a Web site 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 and privacy policies. If such guidelines do not exist, they may wish to generate departmental guidelines for ensuring confidentiality.
- Remember to use the "blind copy" function. Whenever a hiring committee uses a single email message to communicate with multiple job candidates, it should ensure that the list of candidates' addresses is securely masked.
- Know to whom you are sending information. Anyone who generates, responds to, or forwards an email 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 Web pages. Unsecured Web pages 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 email 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.

Faculty Recruitment Web Site

A web site has been created that is specifically designed for persons interested in faculty positions at Saint Louis University. The web site includes information on available positions, resources, and procedures. The web site can be accessed at <http://www.slu.edu/teach>.

Additionally, a promotional postcard is available for search committees to use to recruit faculty to the University. A supply of these postcards will be included in the packet provided by the Office of Diversity and Affirmative Action.

Search Plan

Position announcements are used to recruit a large pool of qualified applicants. A position announcement is usually prepared for distribution by mail and/or professional Internet listing; a shorter advertisement should be developed for newspapers, professional journals, or other print

and electronic media that require a substantial fee or impose space limitations. 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. The Affirmative Action Office can provide Saint Louis University Position Announcement letterhead for use with mailings. Please contact the Office for details.

In addition to discipline-specific publications and Internet resources, general higher education advertising resources available to search committees include:

The Council for Opportunity in Education

1025 Vermont Avenue NW, Suite 900

Washington D. C. 20005

Telephone: 202/347-7430

Fax: 202/347-0786

<http://www.trioprograms.org/>

American College Personnel Association (higher education only)

#1 Dupont Circle

Washington D.C. 20036

Telephone: 202/835-ACPA (2272)

<http://www.myacpa.org> or info@acpa.nche.edu

Missouri Association for Blacks in Higher Education

<http://www.mabhe.org>

George Winston

Webster University

470 E. Lockwood

St. Louis Mo. 63119

Telephone: 314/961-2660 ext. 7670

Minority and Women Doctoral Directory

5908 Featherlight Place

Santa Rosa, CA 95409

Telephone: 707/539-7944

Fax: 707/539-7916

<http://www.mwdd.com> or info@mwdd.com

Diverse: Issues in Higher Education

www.diversejobs.net

10520 Warwick Avenue, Suite B-8

Fairfax, VA 22030-3136

Telephone: 800/783-3199 or 703/385-2981

Fax: 703/385-1839

Higher Education On-line Posting Service

200 Innovation Boulevard, Suite 205

State College, PA 16803

Telephone: 814/861-3080

Fax: 814/861-3082

Higheredjobs.com

Academic Keys

<http://www.AcademicKeys.com>

Academic Careers OnLine

Five Harford Lane

Radnor, PA 19087

Telephone: 610/254-2420

Fax: 509/693-3834

E-Mail: info@AcademicCareers.com

<http://www.AcademicCareers.com>

Association of Jesuit Colleges and Universities (AJCU)

<http://www.ajcunet.edu/index.aspx>

One Dupont Circle, Suite 405

Washington, D.C. 20036

Telephone: 202/862-9893

Fax: 202/862-8523

Additionally, the Office of Diversity and Affirmative Action posts available faculty positions on the America's Job Bank (AJB). This site provides notification of openings to U.S. military veterans through the Division of Employment Security and is located at : <http://www.ajb.dni.us/>

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.
- sending students to national meetings to aid in the recruitment process.
- following the department/school'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 African American schools and colleges.
- obtaining grant funding for minority recruitment, possibly through the U.S. Department of Education.
- 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.

Search Committee

The purpose of a 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, of active searching, cannot be overemphasized. Without a rich and diverse pool of candidates, screening and interviewing are fundamentally moot activities.

Ordinarily, a search committee is selected at the department level and reviewed by the dean to whom the department reports. 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 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 interview schedule. Because faculty-student interactions are key, it is also imperative to include students in the faculty interview process. Students can 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. Committees that are conducting searches for a chairs or deans must include a representative from the Jesuit community in the interview schedule. Search chairs may contact the Provost's Office for a list of available Jesuit faculty at 977-3078.

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 a department head not chair a search to fill a vacancy in his/her own department and that an employee leaving a position not be involved in the search process to choose his/her successor.

The 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 unranked 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/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.

Note: References should be obtained prior to a candidate being invited for a campus visit. References 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 contact being made. The appendix contains a guide for conducting reference interviews.

If your Search Committee is interested in a member of the Jesuit order assisting in your faculty search, please contact the Office of the Provost at 977-3078. This office maintains a list of names of Jesuit priests who may be available to serve on searches committees within the University.

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.

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 48.5 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 *Travel Expense Reimbursement Voucher* (TERV) with all receipts, candidate's Social Security number, and current mailing address 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 – room reservations.

The first priority for candidate accommodations is the Water Tower Inn. The department is responsible for making the reservation by contacting the Inn at 314/977-7500. If the Water Tower Inn does not have a vacancy at the time of the candidate's visit, a reservation may be made at either the Hampton Inn (Union Station) or Drury Inn (Union Station) at the SLU rate of \$94 at each.

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 should be requested by way of the *Reimbursement for Local Entertainment Expense* form provided for this purpose. All receipts should be included. The request for reimbursement must be approved by the department chair and dean.

Interviewing

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.
- 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
 - Chair (if applicable)
 - Dean or Dean's designee
 - Students

Note: While most faculty candidates are asked to present colloquia 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., Water Tower Inn, BSC, Bannister House).
- 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 International Center at 977-2318.

Note: A list of questions appropriate for a candidate interview appear in the appendix of this document. Also appended are several samples of letters that may be used to communicate with applicants.

Hiring

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

- The Search Committee makes a recommendation to the Department Chair or Dean (as applicable). After reviewing, the recommendation with the Chair or Search Committee, the Dean authorizes an offer being made, or not made, except in those cases when the Provost's approval is also required. The Provost'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 a part of the hiring.

- Prior to the candidate being offered a position, the person with official hiring authority is responsible for conducting a relevant background investigation sufficient to ascertain the candidate's appropriateness for the position. Should criminal background checks be required, they must be completed prior to an offer being made.
- The Dean issues a letter to the candidate with the offer and conditions of hiring.
- The Dean's Office will forward a copy of the letter sent to the candidate by the Dean to the Secretary of the University Committee on Academic Rank and Tenure, as well as the *Prospective Faculty Approval Form*. The Dean's Office requests an official transcript from the school granting the candidate's terminal or highest degree. Upon receipt of these documents, the Provost will send the initial letter of appointment.
- Application materials for all candidates must be maintained for a minimum of two years.

Post-Hiring Phase

The following strategies are designed to facilitate the short-term orientation process for new faculty:

- As needed, offer to provide information on relocation resources. The Regional Commerce and Growth Association may be a helpful resource. For more information, visit <http://www.stlrcga.org/index.html>.
- 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 prior to her/his assuming the position. The current e-mail address for the new faculty member may have to be used until s/he is assigned a university account.
 - Ensure that the department has accurate contact information for the new faculty member.
 - Ensure that the new faculty member has information regarding department/college orientation sessions and is required to attend; orientation information should be included along with the letter of appointment. Contract letters will indicate that new faculty members are *required* to attend the University orientation session held in August. The new faculty member will receive invitations to all events offered for new faculty.
 - Ensure that the new faculty member has information regarding campus resources, particularly those needed before s/he attends formal orientation sessions (e.g., libraries, IMC, ITS, 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.

Long-term orientation strategies may include:

- Ensure that the new faculty member has accurate information regarding promotion and tenure requirements, particularly as they expand or clarify University-level or School/College expectations.
- 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. This person may become a mentor for the new faculty member.
- 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 Teaching Excellence 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.
- 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.

Part-Time Faculty Hiring

Position Approval

Part-time faculty hiring is the responsibility of the Chair and the Dean. For the purposes of this document, part-time faculty is defined as individuals hired as adjunct faculty members to teach one or more courses each year or semester. While extensive recruitment and search strategies

are not typically employed for the hiring of part-time faculty, it is possible to utilize People Admin to advertise and recruit candidates for part-time faculty positions. Just as in the case of recruiting full time faculty, 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.

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.

Hiring

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

- Prior to the candidate being offered a position, the person with official hiring authority is responsible for conducting a relevant background investigation sufficient to ascertain the candidate's appropriateness for the position. Should criminal background checks be required, they must be completed prior to an offer being made.
- The Dean issues a letter to the candidate with the offer and conditions of hiring.

- The Department Chair (as applicable) makes a recommendation to the Dean. The Dean, or Chair, if designated by the Dean, is authorized to make an offer to the candidate. The Dean issues a Memorandum of Agreement to the candidate with the offer and conditions of hiring.
- For the initial hiring of a part-time faculty member, the Dean's Office is responsible for routing the completed Faculty Applicant Tracking Record to the Office of Diversity and Affirmative Action.
- For those part-time faculty that are teaching in units that fall within the Graduate School, the Dean is also responsible for ensuring that Graduate School approval is obtained.
- A Memorandum of Agreement is routed to the Secretary of the University Committee on Academic Rank and Tenure.

Post-Hiring Phase

The following strategies should assist the short-term orientation process:

- Ensure an inclusive climate that is welcoming and supportive for all faculty, particularly new part-time faculty members. Strategies may include:
 - Add the new faculty member to faculty e-mail and mail distribution lists prior to her/his assuming the position.
 - Ensure that the department has accurate contact information for the new faculty member.
 - Ensure that the new part-time faculty member has information regarding department/college orientation sessions and is *strongly* encouraged to attend. Orientation session information may be included in a letter sent by the Dean.
 - Ensure that the new part-time faculty member has information regarding campus resources, particularly those needed before s/he attends formal orientation sessions (e.g., libraries, IMC, ITS, etc.).
 - Ensure that the office space designated for new part-time 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.
- Designate a full time faculty member that can serve as a resource/mentor for the part-time faculty member.
- Make information available to the part-time faculty regarding campus resources that can aid them in their teaching (e.g., Reinert Center for Teaching Excellence, departmental training).
- Provide candid, early, and ongoing developmental feedback regarding teaching.

- Ensure that all faculty members and students have information about the new part-time faculty and, ideally, have the opportunity to meet the new part-time faculty members.



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APPENDIX

Sample Full-Time Faculty Recruitment Advertisement

Sample Letter—Acknowledgment of Application

Sample Letter—Not Selected for Interview

Sample Letter—Applicant Not Selected

Reference Checklist

Suggested Questions for Faculty Interviews



SAINT LOUIS
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SAMPLE FULL TIME FACULTY RECRUITMENT 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.

**SAMPLE LETTER
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

**SAMPLE LETTER
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

**SAMPLE LETTER
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



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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? _____



**SAINT LOUIS
UNIVERSITY**

**SUGGESTED QUESTIONS
FOR FACULTY INTERVIEWS**

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?