

Office of the Vice President for Intercultural Affairs

helping Loyola Marymount University move toward inclusive excellence

Evaluation of

Mission-and-Culturally-Sensitive Position Announcements

*Loyola Marymount University **Los Angeles***

Introduction

Recruiting Faculty for Mission is a three-part professional development program jointly administered by the Vice President for Intercultural Affairs and the Vice President for Mission and Ministry. The goal of the program is to provide information that will enable search committees to recruit a diverse pool of candidates and recommend for hiring academically outstanding men and women who are supportive of and will contribute to LMU's distinctive mission as a Catholic/Jesuit/Marymount university with a commitment to inclusive excellence. Part I, *Best Practices for Recruiting and Hiring Faculty for Mission* is offered to faculty who have not participated in a search committee at LMU. This program introduces participants to LMU's Catholic and Jesuit/Marymount mission and identity, the Catholic Intellectual Tradition, Ethnic Diversity and Religious Identity, Benefits of a Diverse Faculty, and the term "Hiring for Mission: An Inclusive Term." As defined in the Best Practices manual, hiring for mission is a seamless process, impelling us to be attentive on many fronts. Without in any way gainsaying the need to find and hire academically distinguished faculty, we need to seek out candidates who will contribute to our religious mission, who will enhance our ethnic diversity, and who will improve our gender balance. Part II: *Moving Away from Traditional Recruitment Strategies: Recruiting and Hiring Faculty for Mission* is offered to Chairs of Search Committees and Department Chairs. It focuses on best practices and proactive recruitment strategies. It also introduces participants to relevant institutional guidelines, and legal and ethical principles for conducting searches. Part III: *Evaluation of the Search Process* is a survey designed to collect data that evaluates the effectiveness of faculty searches.

A key component of hiring diverse candidates, in line with LMU's mission, is the position announcement. Position announcements reflect the desires and intentions of an institution, and have the ability to attract compatible candidates. Search Committee and Department Chairs who participate in Part II receive a manual that includes *Appendix F: Guidelines: Completing Forms for Faculty Searches and Developing Mission-and-Culturally-Sensitive Position Announcements*. This document provides examples for writing mission-and-culturally-sensitive position announcements that will appeal to candidates who are attuned to the Catholic intellectual tradition and other features of LMU's mission and identity, and are diverse in terms of ethnicity and gender.

Mission-and-culturally-sensitive position announcements incorporate the following language guidelines: (1) a desire for candidates that can contribute to the Catholic intellectual tradition, (2) a description of the diversity of students in the department, (3) a description of the diversity of faculty in the department, (4) a description of job responsibilities related to departmental mission and education goals, (5) identification of skills or responsibilities related to diversity, (6) identification of characteristics that encompass candidates with non-traditional backgrounds and experiences, (7) a desire for candidates committed to working within LMU's diverse campus community, (8) a conveyance of the importance of attracting candidates who will enhance the ethnic diversity of the department, and (9) a description of LMU as a place where minority and women faculty can thrive. It is not our intent to conclude that a department needs to include all nine of the language guidelines in a single announcement. However, each position announcement must include a minimum of three (3)

guidelines. Department and Search Committee Chairs must evaluate which of the nine guidelines are appropriate for their recruitment goals. Therefore, mission-and-culturally-sensitive position announcements do not have to be lengthy or raise the cost of an ad (See Appendix A). This report analyzes position announcements developed during the 2007-2008 and 2008-2009 academic years to determine the extent that they incorporated mission-and-culturally sensitive language guidelines.

Methodology

In order to determine whether position announcements developed during the 2007-2008 and 2008-2009 academic years incorporated mission-and-culturally-sensitive language guidelines, advertisements generated during these time-periods were analyzed. First, the language guidelines included in *Appendix F* were coded (see Table 1). Next, each position announcement was carefully read. If an announcement incorporated language reflective of a particular guideline, it received a corresponding code. Finally, an index was created. The index evaluated which of the mission-and-culturally-sensitive language guidelines each position announcement successfully integrated. Accordingly, the index equals the number of position announcements that contain a particular guideline, over the total number of position announcements generated within a particular academic year.¹ Thus, the index is a percentage that reflects the proportion of announcements that embody a particular aspect of a mission-and-culturally-sensitive language guideline.

Table 1.	Codes
1.	A desire for candidates that can contribute to the Catholic intellectual tradition
2.	A description of the diversity of students in the department
3.	A description of the diversity of faculty in the department
4.	A description of job responsibilities related to departmental mission and educational goals
5.	Identification of skills or responsibilities related to diversity
6.	Identification of characteristics that encompass candidates with non-traditional backgrounds and experiences
7.	A desire for candidates committed to working within LMU’s diverse campus community
8.	A conveyance of the importance of attracting candidates who will enhance the ethnic diversity of the department
9.	A description of LMU as a place where minority and women faculty can thrive

It should be mentioned that every search committee is required to include the following standard description of LMU in each position announcement:

¹ Any language that encompasses a particular guideline receives one corresponding code no matter how frequently it appears in a position announcement.

Loyola Marymount, a comprehensive university in the mainstream of American Catholic higher education, seeks professionally outstanding applicants who value its mission and share its commitment to academic excellence, the education of the whole person, and the building of a just society. LMU is an equal opportunity institution actively working to promote an intercultural learning community. Women and minorities are encouraged to apply.

This standard description does not replace the mission-and-culturally-sensitive language guidelines that define position announcements that outline LMU’s desire to attract diverse candidates who are sensitive to the University’s mission. Therefore, this paragraph was not included in the analyses of the position announcements.²

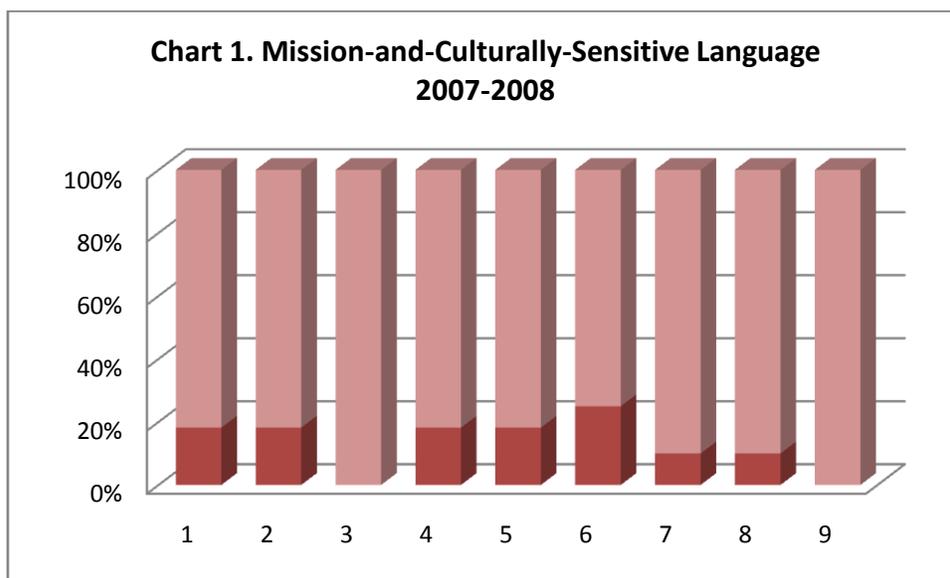
Findings

There were nine faculty searches during the 2007-2008 academic year, and sixteen during the 2008-2009 academic year; thus, there were a corresponding number of position announcements. Table 2 shows how well committees, per each academic year, incorporated guidelines for mission-and-culturally-sensitive language.

Table 2.	2007-2008	2008-2009
1. A desire for candidates that can contribute to the Catholic intellectual tradition	.22	.19
2. A description of the diversity of students in the department	.22	0
3. A description of the diversity of faculty in the department	0	0
4. A description of job responsibilities related to departmental mission and educational goals	.22	.50
5. Identification of skills or responsibilities related to diversity	.22	.19
6. Identification of characteristics that encompass candidates with non-traditional backgrounds and experiences	.33	.25
7. A desire for candidates committed to working within LMU’s diverse campus community	.11	.25
8. A conveyance of the importance of attracting candidates who will enhance the ethnic diversity of the department	.11	.13
9. A description of LMU as a place where minority and women faculty can thrive	0	.06

² Every position announcement that was evaluated incorporated the standard description of LMU.

For the 2007-2008 school year (see Table 2 and Chart 1), search committees were most successful in incorporating guideline number 6, or language that identifies “...characteristics that encompass candidates with non-traditional backgrounds and experiences.” The data show that 33% of committees utilized such language. No committee for the same academic year included guideline 3, “A description of the diversity of students in the department,” in their position announcements, or guideline 9, “A description of LMU as a place where minority and women faculty can thrive” (see Table 2 and Chart 1). Additionally, no more than 33% of all committees for this academic year, incorporated any of the language guidelines in their position announcements (see Table 2 and Chart 1). These findings indicate that the majority of position announcements for the 2007-2008 academic year did not contain mission-and-culturally-sensitive language.



Tables 3 and 4 disaggregate the data by college. Table 3 shows the number of searches conducted by each college and school, while table 4 reveals how well each college incorporated each language guideline. From the data, it is clear that the Bellarmine College of Liberal Arts and the Seaver College of Science and Engineering did a better job of incorporating mission-and-culturally-sensitive language guidelines than the College of Business Administration and the School of Film and Television. However, there is room for improvement for them all. The data show that only one search committee within the Bellarmine and Seaver Colleges included language guidelines into position announcements (see Tables 3 and 4).

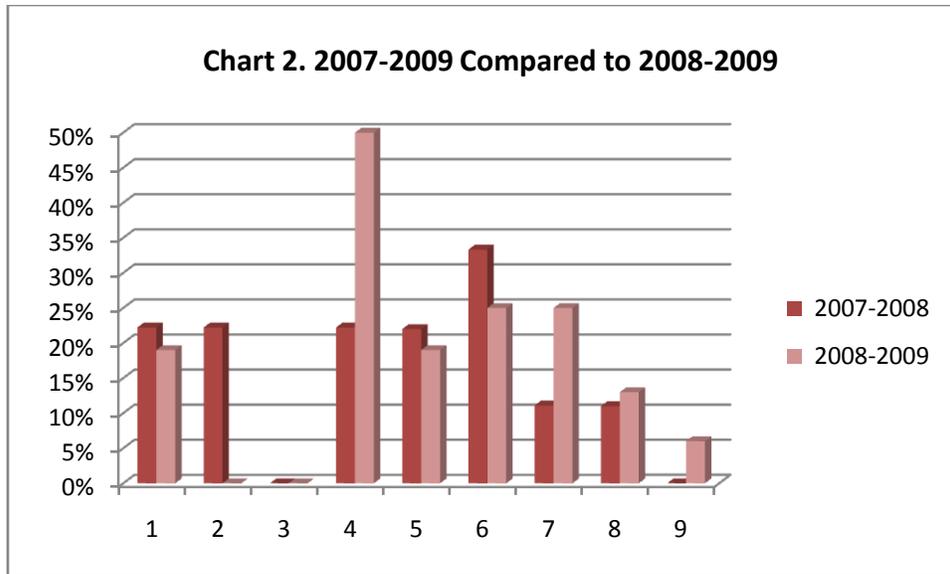
Table 3.	Number of Searches
Bellarmino College of Liberal Arts	3

College of Business Administration	1
School of Film & Television	1
Seaver College of Science & Engineering	4

Table 4. Guideline	Bellarmino	Business Admin	Film & Television	Science & Engineering
1. A desire for candidates that can contribute to the Catholic intellectual tradition	0.33	0	0	0.25
2. A description of the diversity of students in the department	0	0	0	0
3. A description of the diversity of faculty in the department	0	0	0	0
4. A description of job responsibilities related to departmental mission and educational goals	0.33	0	0	0.25
5. Identification of skills or responsibilities related to diversity	0.33	0	0	0
6. Identification of characteristics that encompass candidates with non-traditional backgrounds and experiences	0	1	1	0.25
7. A desire for candidates committed to working within LMU's diverse campus community	0.33	0	0	0
8. A conveyance of the importance of attracting candidates who will enhance the ethnic diversity of the department	0	0	0	0.25
9. A description of LMU as a place where minority and women can thrive	0	0	0	0

For the 2008-2009 academic year there was some improvement in the use of the nine mission-and-culturally-sensitive language guidelines. Use of guideline number 4 - language that describes "...job responsibilities related to departmental mission and educational goals" - increased 50% from 2007-2008 to 2008-2009 (see Table 2 and Chart 2). Slight increases in the use of guidelines 7, 8 and 9, with increases of 14%, 2%, and 6% respectively (see Table 2 and Chart 2) also occurred.

Decreases in the use of mission-and-culturally-sensitive language in position announcements by search committees and departments in several areas also occurred. The incorporation of guidelines 1, 2, 5 and 6 decreased by 1%, 22%, 3%, and 8% respectively (see Table 2 and Chart 2). Fewer committees/departments used language reflecting these guidelines in their announcements.



No search committee or department included guideline number 2, “A description of the diversity of students in the department,” or guideline number 3, “A description of the diversity of faculty in the department” (see Table 2).

For the 2008-2009 academic year, no committees included all nine mission-and-culturally-sensitive language guideline in position announcements and only one guideline (number 4) was used by at least half of the committees/departments (see Table 2).

When the data is disaggregated by college (see tables 5 and 6), it is clear which colleges were most effective at incorporating mission-and-culturally-sensitive language. Search Committees in the School of Film and Television and Seaver College of Science and Engineering incorporated least 4 mission-and-culturally-sensitive language guidelines into position announcements. Committees in Bellermine College of Liberal Arts and the School of Education used at least 3, while one Committee in the College of Business Administration incorporated at least 2 guidelines.

Table 5.	Number of Searches
Bellarmino College of Liberal Arts	6
College of Business Administration	2
School of Education	1
School of Film & Television	2
Seaver College of Science & Engineering	5

Table 6. Guideline	Bellarmino	Business Admin	Education	Film & Television	Science & Engineering
1. A desire for candidates that can contribute to the Catholic intellectual tradition	0	0	1	0	.4
2. A description of the diversity of students in the department	0	0	0	0	0
3. A description of the diversity of faculty in the department	0	0	0	0	0
4. A description of job responsibilities related to departmental mission and educational goals	0.17	0	1	1	.8
5. Identification of skills or responsibilities related to diversity	0.5	0	0	0	0
6. Identification of characteristics that encompass candidates with non-traditional backgrounds and experiences	0	0	0	1	.4
7. A desire for candidates committed to working within LMU's diverse campus community	0	0.5	1	0.5	.2
8. A conveyance of the importance of attracting candidates who will enhance the ethnic diversity of the department	0	0.5	0	0.5	0
9. A description of LMU as a place where minority and women can thrive	0.17	0	0	0	0

Conclusion

The data in this report reflect that the use of mission-and-culturally-sensitive language guidelines appears selective and uneven across the University. Departments and search committees' use of student and faculty diversity descriptions received the least amount of attention. However, increased use of language guideline number 8 – a desire for candidates committed to working within LMU's diverse campus community – from 2007-2008 to 2008-2009, indicates a growing awareness of the importance of language in position announcements that are more likely to attract applicants in line with LMU's definition of hiring for mission.

Recommendations

1. Department and search committee chairs must include a minimum of three (3) mission-and-culturally-sensitive language guidelines in position announcements in order to attract and hire diverse candidates that are willing to support LMU's Catholic and Jesuit/Marymount mission and identity.

2. Deans should appoint someone with the responsibility for reviewing position announcements and to assist the search committee or departments in including mission-and-culturally-sensitive language, before approving the announcement (i.e., signing the Ad Approval Form, and sending it to the Office of the Vice President for Intercultural Affairs).

3. Department and search committee chairs should not limit their recruitment strategies to position announcements. They should utilize a variety of recruitment strategies. For example, individual faculty should reach out to their networks (graduate students about to finish, Lilly Network post-docs, faculty who mentor women and graduate students of color, and faculty and graduate students at leading Catholic research universities, et. al.) to personally encourage candidates whom they think would “resonate” with our scholarly and creative aspirations, faith/justice mission and commitment to inclusive excellence.

Appendix A

Sample Faculty Position Announcement

Biology

2008-2009

The Frank R. Seaver College of Science and Engineering at Loyola Marymount University (LMU) seeks candidates for a Presidential Professorship in Computational Biology. Candidates must have a distinguished record in teaching and research and a clear vision for providing leadership in interdisciplinary educational and research programs in Computational Biology. **The ideal candidate, one who shares the mission of the University and its commitment to building an intercultural community, will receive an appointment in Biology at the rank of Professor.** Exceptional candidates at the rank of Associate Professor and joint appointments will also be considered. **Our faculty's current and emerging research interests include gene regulatory networks, genome annotation, biological databases, systems biology modeling, quantitative ecology, microbial diversity, and open source software development. The individual we are seeking will broaden and complement our current interests and expertise, and will provide leadership in the undergraduate degree programs as well as the recruitment of additional faculty to strengthen crosscutting interactions among our department.**

The successful candidate will be housed in a new science building that is currently under design. Requirements for the position include a Ph.D. in Computational Biology, Biology, or a relevant, related discipline. Applicants are requested to send a letter of application, curriculum vitae, vision statement for the position, and three letters of reference. Review of applicants will begin on February 2, 2009. Materials should be sent to: Computational Biology Search Committee, Department of Biology, Loyola Marymount University, 1 LMU Drive, MS 8220, Los Angeles, CA 90045-2659. For additional information, contact Dr. Jeff Sany, jsanny@lmu.edu, 310-338-2823 or Dr. Philippa Drennan, pdrennan@lmu.edu, 310-338-7776. To learn more about LMU and Seaver College, visit www.lmu.edu and cse.lmu.edu. LMU, a comprehensive university in the mainstream of American Catholic higher education, seeks professionally outstanding applicants who value its mission and share its commitment to academic excellence, the education of the whole person, and the building of a just society. Students are uniquely prepared for interdisciplinary work and instilled with a keen sense of leadership, ethics, and social responsibility. LMU is an equal opportunity institution actively working to promote an intercultural learning community. Women and minorities are strongly encouraged to apply.

Guidelines
1&7

Guideline
4

Sample Faculty Position Announcement

School of Film and Television (Production)

2008-2009

Loyola Marymount University, a comprehensive university in the mainstream of American Catholic higher education, seeks professionally outstanding applicants who value its Catholic mission and share its commitment to academic excellence, the education of the whole person and the building of a just society. LMU is an equal opportunity institution actively working to promote an intercultural learning community. Women and minorities are encouraged to apply. (Visit www.lmu.edu for more information).

The School Of Film and Television's vision is simple, yet powerful to serve as a beacon of light for master visual storytelling grounded in humanism, innovation and diversity. The Production Department, School of Film and Television at Loyola Marymount University is a nationally recognized program in Film/Television and Digital Arts education. It offers an Undergraduate Degree and Graduate Degree in Production (Film and Television). The Production Department's mission, goals and objectives dovetail with offerings from the Screenwriting, Recording Arts, Film History and Critical Studies, and Animation departments of SFTV.

We see film, TV and media as ways of communicating, clarifying, and creatively/artistically expressing the human experience. **We are committed to the wide-ranging expression of creativity as well as diversity in our faculty and students. The diversity of our faculty reflects the multi-cultural nature of the University and the Los Angeles region.**

Guideline #8

The successful candidate must demonstrate wide-ranging expertise in all aspects of feature filmmaking, with special emphasis given to strong skills in narrative visual storytelling for feature filmmaking. Extensive experience working with and directing actors is also required.

Guideline #4

We are seeking individuals whose strong professional credentials in narrative feature films and teaching can help to effectively prepare and connect our students to the broad landscape of the evolving media industry.

Significance will be given to the candidate's skills in teaching, advising and mentoring students in the entire collaborative process of narrative filmmaking. Candidates with feature filmmaking experience are strongly encouraged to apply. The successful candidate will have a dynamic understanding of, and wide-ranging teaching and professional experiences in story and script, directing, working with actors, pre-production, production, and post-production in both analog and digital formats. Candidate will teach at both the undergraduate and graduate levels.

Additional information for all applicants:

This is a full-time tenure track Assistant Professor appointment beginning Fall 2009. Salary is competitive. The successful candidate will have strong teaching and professional experience.

Although a terminal degree is required (M.F.A or Ph.D.) highly exceptional candidates with wide-ranging, industry recognized, successful, celebrated and distinguished professional careers will also be considered. Committee work, advising, and continued research/creative work are required.

Guideline
#6