Guidelines: Recruiting and Hiring Endowed Chairs
Authors

Abbie Robinson – Armstrong, Ph.D.,
Vice President for Intercultural Affairs
1 LMU Drive, Suite 4820
Los Angeles, CA 90045
(310) 338-7598
arobinso@lmu.edu

Robert Caro, S.J., Ph.D.,
Former Vice President for Mission and Ministry
1 LMU Drive, Suite 4820
Los Angeles, CA 90045
(310) 338-7598
rcaro@lmu.edu

Jose Chavez, B.A.,
Academic Affairs Associate
1 LMU Drive, Suite 1878
Los Angeles, CA 90045
(310) 338-7774
Jose.Chavez@lmu.edu

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Recruiting and Hiring

Endowed Chairs

Institutions of higher education establish Endowed Chairs to attract and retain outstanding faculty who have distinguished themselves through teaching, research, or creative activity. An Endowed Chair will often have responsibilities beyond those of regular faculty, but those responsibilities may not necessarily replace the administrative leadership responsibilities of a department chair, though they may be a part of the negotiated and assigned responsibilities.

Endowed Chair is a designated and honorary title relative to professional position and status. These highly selective faculty positions are among the most prestigious appointments at many colleges and universities around the country. Moreover, they increase the visibility of the University and aid in attracting additional distinguished faculty, outstanding students, and external resources for research, scholarship, creative activity, instruction, and service or outreach.

Definition of Endowed Chair

Faculty appointed to the position of Endowed Chair at Loyola Marymount University have achieved widespread distinction for their work in a specific discipline or field represented in the curricula of the University. An Endowed Chair will often have responsibilities beyond those of regular faculty in accordance with the identified curriculum needs expressed by the college or school Dean and the wishes of the endowment donor as agreed to by the University (Loyola Marymount University [LMU], 2015).
**Endowed Chair Position**

When funding for an Endowed Chair becomes available, the Dean of the college or school, in consultation with the hiring department(s), the Executive Vice President and Provost, and the President, will determine whether the position will be discipline specific or transdisciplinary and whether to fill the position immediately or at a later date.

**Donor-Selected Endowed Chair**

If a donor establishes an Endowed Chair for a specific faculty with the intent that she or he will be appointed to the position (at least at the inaugural), the Dean will honor the approved agreement with the donor. In such cases, these guidelines will not be applicable.

<table>
<thead>
<tr>
<th>External vs. Internal Search for an Endowed Chair</th>
<th>Responsibility</th>
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</table>
| Involvement of the President, Executive Vice President and Provost, Dean, and faculty is essential for the review and recommendation of nominees for an Endowed Chair. Therefore, the Dean will make every reasonable effort to obtain the views of the President and the faculty of the involved academic department(s). When a decision is made to fill an Endowed Chair position, the Dean, having consulted the endowing documents and appropriate faculty, can limit the applicant search to internal or external nominees | President  
Executive Vice President  
President and Provost  
Dean |
or open the search to both internal and external nominees. In the case
of an Endowed Chair appointment, a Dean considering limiting the
focus to internal nominees should first discuss her or his rationale for
such limitation with the Executive Vice President and Provost.

| **Mission and Culturally Sensitive Position** | **Responsibility** |
| **Description** | |

Taking LMU’s Definition of Recruiting and Hiring for
Mission into account, the Dean, in consultation with faculty from the
hiring department(s), will develop a Mission and Culturally Sensitive
Position Description.

**LMU’s Definition of Recruiting and Hiring for Mission**

LMU’s mandate to hire for mission must be reflected in the
position’s criteria. This mandate should be a seamless process
exhibiting sensitivity on many fronts. Without in any way gainsaying
the need to find and hire academically distinguished faculty, the
practice of recruiting and hiring for mission requires search
committees to employ recruiting and outreach practices that honor
inclusivity and particularity—that is, recruiting and outreach
practices designed to achieve inclusive excellence while at the same
time promoting LMU’s distinctive religious identity. Thus, the
committees will promote the ongoing presence of faculty from the
diminishing pool of academically credentialed Jesuits, RSHMs, and
CSJs and, more generally, seek qualified ethnically diverse women

**Dean**

**Faculty**

**Vice President for Intercultural Affairs**
and men who are supportive of and will contribute to LMU’s mission as a Catholic, Jesuit-Marymount University.

The Dean will also consider the mission of the college, school, department or, in the case of a transdisciplinary appointment, LMU’s commitment to support transdisciplinary teaching, scholarship, creative work, outreach, and strategic initiatives.

**Position Description**

The Mission and Culturally Sensitive Position Description is the basis for establishing objective criteria to determine whether nominees values Loyola Marymount University’s mission and has the necessary education, knowledge, research or creative work history, and teaching expertise to fulfill the responsibilities for an Endowed Chair. Vague criteria for selecting an Endowed Chair can generate confusion and antagonism. The process of formally defining desirable qualifications and experiences improves the reliability, success, and validity of selection and contributes to minimizing the potential for lawsuits. Objective criteria can be defined, and neutral parties such as the courts can look at them, understand them, and determine the University’s application of the criteria when reaching a decision on an Endowed Chair. Objectivity is established through a clear Mission and Culturally Sensitive Position Description that contains the required qualifications and duties to be performed.
Additionally, the Dean will ensure the Mission and Culturally Sensitive Positive Description for an Endowed Chair articulates the University’s interest in hiring a nominee who:

- Has achieved national and international distinction for her or his work in any field or discipline represented in the curricula of the University.
- Is known beyond her or his discipline by a wider audience.
- Has earned prestigious awards, titles, or honors for her or his work.
- Will understand, support, and in appropriate ways contribute to LMU’s Catholic, Jesuit-Marymount Mission and Identity.
- Will sustain a lively, engaged presence on campus with colleagues and students in multiple ways as articulated in the hiring agreement.

The Dean will submit the Mission and Culturally Sensitive Position Description to the Vice President for Intercultural Affairs for review before advertising it.
The Dean will ensure the process for recruiting and hiring an Endowed Chair conforms to LMU’s Equal Opportunity and Non-Discrimination Policy and all prevailing federal and state regulatory requirements as well as any stipulations of the endowment.

**LMU’s Equal Opportunity and Non-Discrimination Policy**

The University prohibits unlawful discrimination on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, legally protected medical condition (e.g., cancer-related conditions or pregnancy- or childbirth-related medical conditions), marital status, sex, age, veteran status, sexual orientation, genetic information, or any other basis protected by federal law (including but not limited to Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990) or state or local law. The University does not discriminate on these bases or on any other basis protected by law in the administration of its education or admissions policies, scholarship or loan programs, athletics, and other school-administered policies and programs or in its employment policies and practices. All University policies, practices, and procedures are administered in a manner consistent with LMU’s Catholic, Jesuit-Marymount Mission and Identity.
The Dean may elect to seek the services of an external search firm to identify qualified nominees.

**Stage One: Nomination Packets and Presidential Briefing**

The Dean should obtain nomination packets for all nominees for the position. Nomination packets may consist of a curriculum vitae and support letters from eminent scholars who can comment on the nominee’s scholarship or creative work, the quality and impact of her or his teaching, the potential for contributing to LMU’s distinctive Mission and Identity as a Catholic, Jesuit-Marymount University, and consistent service contributions to a department, college, school, or discipline.

Because Endowed Chairs are appointed by the President, the Dean will share copies of the nomination packets with the President and meet with him or her to discuss the nominees.

**Stage Two: Mission-Sensitive Ad Hoc Endowed Chair Advisory Committee**

The Dean will appoint a diverse, mission-sensitive Ad Hoc Endowed Chair Advisory Committee composed of three to five members. This committee will review the nominees’ curriculum vitae and support documents to advise the Dean.

The Ad Hoc Endowed Chair Advisory Committee should be composed of faculty from the school, college, and department(s) in which the Endowed Chair will be housed. Where possible, the Ad
Hoc Endowed Chair Advisory Committee should comprise Full and Associate Professors who have a strong publication record and disciplinary expertise relevant to the position being filled. External individuals who are experts in the field for which an Endowed Chair will be appointed should also be considered.

The Dean will designate one member of the Ad Hoc Endowed Chair Advisory Committee as Chair. The purpose of the review is to ensure that the nominee eventually selected for an Endowed Chair is an individual with distinction who will bring significant talent and credit to Loyola Marymount University.

**Stage Three: Committee Meeting with the Vice President for Intercultural Affairs and Vice President for Mission and Ministry**

The Chair of the Ad Hoc Endowed Chair Advisory Committee will call (310) 338-7598 or send an email to arobinso@lmu.edu to schedule a meeting with the Vice President for Intercultural Affairs and Vice President for Mission and Ministry to brief the committee on the search process and answer questions.

**Stage Four: Committee Meeting with the President**

Before committee discernment, the Dean will also provide the President an opportunity to share her or his vision for the Endowed Chair of the Ad Hoc Advisory Committee.
### Stage Five: Advocates for Catholic, Jesuit, Marymount Mission and Identity, Ethnic Diversity and Gender Balance

The Dean will inform the Advisory Committee of any stipulations associated with the endowment. During the search process, the Chair of the Ad Hoc Endowed Chair Advisory Committee will ask three members of the committee to advocate for:

- Catholic, Jesuit-Marymount Mission and Identity
- Ethnic diversity
- Gender balance

Faculty serving in these capacities will monitor the mission sensitivity and diversity of the pool of nominees for the Endowed Chair. Also, the advocates will schedule a briefing with the Vice President for Intercultural Affairs and the Vice President for Mission and Ministry to ensure that they are competent to perform the roles of an advocate for Catholic, Jesuit-Marymount Mission and Identity, ethnic diversity and gender balance.

### Stage Six: Interrupting Bias While Reviewing Nominees

During the review process, the Committee will strive to interrupt implicit and other forms of bias.

Implicit bias is attitudes, both favorable and unfavorable, that are activated without awareness or intentional control (Greenwald & Krieger, 2006; Staats, 2014) and that are different from and sometimes in contrast to explicit, self-reported beliefs (Nosek, 2007).
These biases, which develop through the course of life as a result of socialization and exposure to certain messages within a culture, result from normal human cognitive processes and are therefore applicable to everyone (Staats, 2014).

Implicit bias can affect behaviors and can result in discrimination or the differential treatment of individuals based on their group membership (McConnell & Leibold, 2001). Implicit bias can also be internalized by the people being targeted and can affect their performance as well as their psychological and physical health (Aronson & McGlone, 2009; Steel, Spencer, & Aronson, 2002).

As is the case with attitudes generally, implicit bias is malleable (Blair, 2002), and new attitudes can be learned that replace or override previously learned associations.

Without awareness of how implicit bias operates, the Advisory Committee can miss opportunities to recognize outstanding nominees who do not represent what the Committee is familiar with (i.e., research areas, identities, values, communication style; University of Oregon [UO], n.d.). If the Committee does not take steps to interrupt implicit bias during the process, the following may occur:

- **Wishful Thinking.** Insisting that racism, sexism, and other forms of prejudice no longer exist.
- **Cloning.** Replicating oneself by hiring someone with similar attributes or background.
- **Snap Judgments.** Making judgments about the nominee with insufficient evidence.

- **Good/Bad Fit.** Assessing the nominee based on how comfortable and culturally at ease members of the committee feel rather than on whether the nominee can meet the programmatic needs for the position.

- **Negative Stereotypes.** Presuming incompetence. The work of women and people of color is scrutinized much more than that of White males at all stages of the academic career.

- **Positive Stereotypes.** Automatically presuming dominant group members are competent (Moody, 2010).

To interrupt bias during the review process, Committee members should:

- Refine their understanding of the criteria to assure a common interpretation and application and to prevent inconsistent strategies for reviewing nominees. Inconsistencies would make unconscious biases in the reviewing process more likely (UO, n.d.).

- Establish consistency regarding the weight or importance of each criterion. Without such agreement, individual committee members may be inconsistent in their screening of multiple nominees, or Advisory Committee members may screen applicants inconsistently from one another (UO, n.d.).
• Avoid global reviews. Nominees will be reviewed on each of the following criteria individually as opposed to starting with a holistic assessment of the individual: (1) scholarly work productivity, (2) research funding, (3) teaching ability, and (4) the ability to be a conscientious department/university member with specific reference to the nominee’s understanding of and a potential for contributing to LMU’s Catholic, Jesuit-Marymount Mission and Identity. When nominees are reviewed without the selection criteria as a clear reference point, the chances of unintentional biases influencing the screening process are increased (UO, n.d.).

• Develop and use a screening matrix to keep track of strengths, shortcomings, and questions. Without a screening matrix, the Advisory Committee can lose sight of the specific selection criteria (UO, n.d.).

• Suspend judgments about nominees based on the institutions from which they come until more information is gathered. Quick judgments can be made based on institution affiliation, yet these judgments are often an unreliable method of evaluating individuals (UO, n.d.).

• Pay attention to and invite every perspective, especially when there are differences of opinion about the strength of a nominee. These differing perspectives reveal the benefit of a diverse
search committee. Downplaying less popular perspectives may contribute to the Committee’s yielding to the momentum of the group (Moody, 2010) and result in a less conscious and deliberate screening (UO, n.d.).

- Schedule adequate time to review the nominees, so the process is not rushed (Moody, 2010). People become substantially vulnerable to cognitive errors and faulty decision making when they are distracted or pressured to provide a quick response. (Pinker, 2002)

- Record details of the discussions about each nominee. This will facilitate the preparation of final paperwork and also assure that the decision-making process can be reconstructed should the process be questioned (UO, n.d.).

- Hold each other accountable for providing evidence of her or his evaluation that is directly related to the established criteria. Comments that are unrelated to or several logical steps away from the established criteria (e.g., “I just don’t think she would be a good fit in the department”) can reflect assumptions that are inaccurate and unrelated to the criteria (Moody, 2010).
The Ad Hoc Endowed Chair Advisory Committee will review the endowing documents and nomination dossiers with a view to each nominee’s qualifications to determine whether she or he is a mission fit with a record of teaching, scholarship, creative work, leadership, or service sufficient to warrant appointment to an endowed position in the college or school.

In addition to reviewing curriculum vitae and other supporting documents, the Ad Hoc Endowed Chair Advisory Committee may elect to interview the nominee(s) for the Endowed Chair position.

The Ad Hoc Endowed Chair Advisory Committee will provide the Dean with a detailed record of the feedback regarding each nominee. After receiving feedback from the Committee, the Dean will schedule meetings for the Vice President for Mission and Ministry to interview each nominee and provide feedback to the Dean.

**Stage Seven: Identify Finalist(s)**

In consultation with the faculty from the hiring department(s), the Dean will identify the finalist(s) and schedule meetings for the finalist(s) to be interviewed by the Executive Vice President and Provost. The President will participate in the interviews of the finalist(s) at her / his discretion. After conducting the interviews, the Executive Vice President and Provost and the President will discuss the assessments of the finalists.
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<tr>
<th>Successful Search</th>
<th>Responsibility</th>
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| The Dean is responsible for negotiating the terms of hire with the identified candidate for an Endowed Chair. If the Endowed Chair is to be housed in a specific department, the Dean will consult with the faculty of that department upon determining the finalist(s). In the case of a successful search for an Endowed Chair, the Dean will submit a recommendation that considers the feedback from the Ad Hoc Endowed Chair Advisory Committee and the Vice President for Mission and Ministry to the Executive Vice President and Provost for review. | Dean  
Executive Vice President and Provost |

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<tr>
<th>Failed Search</th>
<th>Responsibility</th>
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<tr>
<td>If the Dean and Ad Hoc Endowed Chair Advisory Committee could not identify a successful nominee for the position, the Dean will declare a failed search and repeat the recruitment process.</td>
<td>Dean</td>
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<tr>
<th>Recommendation</th>
<th>Responsibility</th>
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| In accordance with University procedures, “appointments to the rank of Associate Professor or Professor are made only after the Loyola Marymount University Chair of the Committee on Rank and Tenure has been consulted” (LMU, 2015). Therefore, the Executive Vice President and Provost will consult with the Chair of the Committee on Rank and Tenure before recommending the nominee to the President. | President  
Executive Vice President and Provost |
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<tr>
<th><strong>Appointment</strong></th>
<th><strong>Responsibility</strong></th>
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<tbody>
<tr>
<td>The President will appoint the successful nominee to the Endowed Chair position.</td>
<td>President</td>
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<tr>
<td>The Dean will send the endowing documents to the Associate Provost for Faculty Affairs.</td>
<td>Dean</td>
</tr>
<tr>
<td>The Associate Provost for Faculty Affairs will store the endowing documents in a secure location, and collaborate with Human Resources to ensure that the Endowed Chair receives a contract.</td>
<td>Associate Provost for Faculty Affairs</td>
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References


Office of the Vice President for Intercultural Affairs
1 LMU Drive, Suite 4820
Los Angeles, CA 90045-2659
www.lmu.edu/diversity
310.338.7598

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