

# CONTENTS

<i>About the Authors</i>	<i>v</i>
<i>Foreword</i>	<i>xii</i>
<i>Preface</i>	<i>xvi</i>

<b>PART I. MANAGING THE RECRUITMENT AND SELECTION OF NEW FACULTY</b>	<b>1</b>
Introduction	
<b>1) Organizing the Search for a New Faculty Member</b>	<b>4</b>
The Chair's Role in Managing the Search Process	
The Search Committee	
The Position Announcement	
The Screening Process	
Preparing for the Candidate's Interview	
Key Factors for a Successful Interview	
Checklists	
Candidate's Disqualification	
Sample Protocol for Telephone References	
What to Avoid During the Interview	
<b>2) Negotiating the Job Offer</b>	<b>23</b>
The Job Offer	
Sample Letter of Appointment and Introduction	
<b>3) Providing Information Before Arrival:</b>	
<b>What's Useful for Relocation</b>	<b>29</b>
Finding a Place to Live	
Family Issues	
Checklist	
Family/Relocation Information	

<b>4) Providing Information Before Arrival:</b>	34
Teaching, Research, and Service	
Teaching	
Research	
Service	
Checklists	
What the New Faculty Member Will Need to Know Before Arriving on Campus	
Providing Teaching Information	
Helping to Establish a Research Agenda	
Orienting New Faculty to Service Activities	
New Hire Preparation	
 <b>PART II. DEVELOPING NEW FACULTY IN THE FIRST YEAR</b>	49
Introduction	
 <b>5) Addressing Professional/Institutional Questions</b>	53
Critical Professional/Institutional Questions to Be Answered	
Formal Versus Informal Orientations	
Legal Issues	
Checklist	
Institutional Orientations	
 <b>6) Planning an Effective Departmental Orientation</b>	62
Critical Questions to Be Answered by the Department	
Formal Departmental Orientation	
Informal Orientation	
Checklist	
Departmental Orientations	
 <b>7) Orienting New Faculty to Teaching</b>	76
Critical Questions Concerning Teaching	
Teaching Mentors	
Faculty Development Services	
Checklist	
Teaching Orientations	

<b>8) Addressing Service and Campus Community Concerns</b>	<b>84</b>
Critical Questions about Service and the Campus Community	
Time Management	
Checklists	
Time Management	
Do's and Don'ts for Orientation Activities	
<b>9) Full-Year Orientation Programs</b>	<b>91</b>
Teaching-Focused Workshops	
Helping Newcomers Become Good Teachers	
Research-Focused Support	
Helping Newcomers Become Productive Researchers	
The First Year	
Checklists	
Topics to Include in Year-Long Orientation Programs	
Sample Format for Year-Long Departmental Orientation	
<b>PART III. DEVELOPING FACULTY BEYOND THE FIRST YEAR</b>	<b>109</b>
Introduction	
<b>10) Creating Mentoring Relationships and Fostering Collegiality</b>	<b>113</b>
Establishing Mentoring Relationships	
The Annual Plan	
Sample Annual Plan for the First Year	
The Mentoring Relationship	
Fostering Collegiality	
Helping to Foster Collegiality for Newcomers	
Impediments to Collegiality	
Strategies to Foster Collegiality	
Women and Collegiality	
Collegiality in Predominantly Male Departments	
Racial and Ethnic Minorities and Collegiality	
Checklists	
Enabling Mentoring Behavior	
Disabling Mentoring Behavior	
Establishing a Mentoring Program	
Assessing Levels of Collegiality	
Fostering Collegiality	

<b>11) Demystifying the Promotion and Tenure Process</b>	<b>138</b>
Mechanisms for Success	
Helping New Faculty Learn the Ropes:	
What Faculty Need to Know	
A Word About Stress	
Checklists	
Helping with Stress Management	
Eliminating Promotion and Tenure Confusion	
<b>12) Developing Productive Researchers</b>	<b>148</b>
Finding a Balance	
Steps to Helping Faculty Establish and Maintain a	
Research Agenda	
Checklist	
Establishing a Research Agenda	
<b>13) Developing Effective Teachers</b>	<b>157</b>
What Is Effective Teaching?	
Preparing Faculty for Their Ongoing Roles as Teachers	
Helping Faculty Improve as Teachers	
Facilitating Interpersonal Engagement around Academic Work	
How to Incorporate Cooperative Learning	
Teaching Problems Frequently Encountered by Junior Faculty	
Addressing Problems in the Classroom	
Common Practices of Good Teachers	
Portfolios	
Teaching Seminars	
Faculty as Advisors	
Checklist	
Advising (for faculty members)	
<b>14) Monitoring Service Obligations</b>	<b>176</b>
Guiding Service Choices	
Checklist	
Monitoring Service Obligations	

15) Explaining Evaluation Procedures	182
Preparing for the Mid-Probationary Review	
The Promotion and Tenure Dossier	
The External Review Process	
How to Identify Appropriate External Reviewers	
The Chair's Letter for Tenure and Promotion	
The Final Evaluation: Preparation and Politics	
Checklist	
Providing Continuous Support for Evaluation	
Sample Mid-Probationary Review	
Promotion and Tenure (to be completed by the candidate's chair)	
<i>Bibliography</i>	197
<i>Index</i>	206