

SMU Model for

Faculty Search and Recruitment

Prepared by:

Office of Institutional Access and Equity

Revised: Fall 2017

**SMU FACULTY SEARCH AND RECRUITMENT GUIDELINES**

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**FACULTY SEARCH AND RECRUITMENT GUIDELINES**

**EXECUTIVE SUMMARY**

The SMU Model for Faculty Search and Recruitment contains procedures and resources designed to facilitate seeking out and attracting to our campus the very best and most diverse faculty consistent with our high standards of excellence. The faculty search and recruitment guidance contained in this document strengthens our ability to achieve the inextricably intertwined goals of excellence and diversity. **A variance to these procedures must be requested in writing through the Office of the Provost.**

Compliance with SMU Policy 6.7 will be accomplished through utilizing this process. All required forms are designated Appendices in the “SMU Model for Faculty Search and Recruitment” ([http://www.smu.edu/IAE/FacultySearchandRecruitmentResources)\*](http://www.smu.edu/IAE/FacultySearchandRecruitmentResources). **These procedures apply to all full-time faculty positions including those that are non-tenure track.**

Outlined below are the minimum requirements for implementing the faculty recruitment and search procedures. They are identified with the understanding that Deans and Chairs may direct additional activities, examples of which are contained in the Guidelines for Faculty Search and Recruitment Procedures. Forms, templates, and resource information are also contained in the Guidelines to facilitate search and recruitment activities.

**Requirements**

STEP 1. Complete and submit the FACULTY RECRUITMENT REQUEST FORM (See Appendix B) and the FACULTY RECRUITMENT PLAN (See Appendix C). These documents can be submitted electronically to [accessequity@smu.edu](mailto:accessequity@smu.edu). Note that the PLAN includes the Position Announcement/Advertisement (See Appendix D); the list of proposed search committee members; advertising plans and date of scheduled meeting with the Office of Institutional Access and Equity (IAE) to discuss the search. One ad, either in print or online, in a national professional journal is required for tenure and tenure-track positions. If the ad is placed in an electronic or web-based national professional journal it must be posted for at least 30 calendar days. Examples of national professional journals include *The Chronicle of Higher Education, Diverse Issues in Higher Education,* and journals published by national professional organizations. Documentation of the placement of an ad that is online must include evidence of the start and end dates of the ad placement and the text of the ad. An electronic copy of the final ad (must be in Microsoft Word format, 500 words or less) must be sent to [accessequity@smu.edu](mailto:accessequity@smu.edu). IAE will post the ad with the Texas Workforce Commission to comply with Federal regulations. In addition, IAE will place the ad in DiversityFirst.org. Step 1 must be approved by the Provost and IAE before each search begins.

STEP 2. Send an **Applicant Acknowledgement Letter** (see Appendix L) to all candidates and include the link to the request for data that goes to IAE. This data is mandated by Federal regulations and aids in monitoring the search in terms of SMU’s Strategic Plan.

STEP 3. Before interviewing, complete and submit the **ON-CAMPUS INTERVIEW** **REQUEST FORM** (See Appendix N)**.** This form can be submitted electronically to [accessequity@smu.edu](mailto:accessequity@smu.edu).

Before extending an offer, complete and submit the **FACULTY PERMISSION TO HIRE FORM** (See Appendix Q).This form is submitted to the Provost’s Office.

STEP 4: For each candidate, each member of the Search Committee must complete and submit an **APPLICANT INTERVIEW EVALUATION FORM** (See Appendix P) or its equivalent, which will be given to the Search Committee Chair. A file of all hiring documents is to be retained in the respective department/division office.

Your participation in improving and strengthening our recruitment outreach and search activities will help the University achieve its goal of a faculty where excellence and diversity go hand in hand. Please contact the IAE Office with questions and comments.

**Summary of Modifications to the 2017 Search and Recruitment Guidelines:**

No significant modifications were made this year to the guidelines. As a reminder, last year a modification was made regarding ads that are posted on web-based national professional journals. Ads that are placed on-line must remain posted for 30 days and documentation of the placement of the ad must include evidence of the start and end dates of the ad placement and the text of the ad. Per Department of Labor regulations **“national professional journal”** includes publications such as *The Chronicle of Higher Education and Diverse Issues in Higher Education* and journals published by national professional organizations. Targeted journals like *Women in Higher Education* or *The Journal of Blacks in Higher Education* do not meet this requirement. In addition, each ad must contain verbatim the SMU Nondiscrimination Statement (ad version) listed on Page 18. Please refer to Appendix E (Pages 19-20) for more information regarding the use of the SMU Nondiscrimination Statement.

**Points to Remember**

* The recruitment guidelines apply to all full-time faculty positions including those that are non-tenure track. All full-time faculty positions, including those listed in University Policy 6.24 (except visiting faculty), should follow the search and recruitment guidelines.
* Search committees must be diverse in terms of gender and race.
* The Applicant Acknowledgement Letter (see Appendix L), that contains the link to the online Applicant Data Request Form, must be sent to all candidates to request data as required by law, regardless whether Interfolio or other online systems are used to conduct the search.
* The On-Campus Interview Request Form should be submitted to IAE before obtaining the Dean’s signature, so IAE can provide applicant diversity data to the Dean.
* The On-Campus Interview Request Form must be completed and approved before commencing with interviews.

* The Faculty Permission to Hire Form must be completed and approved before extending an offer.
* Ads that are placed for positions that do not follow the regular recruitment process (i.e., visiting faculty) must still follow the University’s ad requirements (see Appendix D). This includes ads placed online.
* Please notify IAE and the Provost’s Office if an additional candidate from the short list is offered an on-campus interview.
* The following statement may be used in an ad and was included in the template (see Appendix D) to address the possibility of appointing a candidate at a higher level: “While an appointment at the rank of Assistant Professor tenure track is anticipated, extraordinary candidates at all levels will be considered.”
* We understand that some academic departments also add, “Women, minorities, veterans and persons with disabilities are strongly encouraged to apply.” This can be added at the discretion of the department.

* If a search has been unsuccessful or closed without a hire, the Search Committee Chair should submit a summary of the search to IAE and the Provost’s Office. A new Faculty Recruitment Request Form will need to be submitted when the position search is reopened.
* All search documents must be retained by the Department/School for a minimum of three years. Please contact IAE before destroying any search records.

**SMU FACULTY SEARCH AND RECRUITMENT GUIDELINES**

The recruiting strategies and techniques in these Guidelines describe best practices used by many universities for running effective searches that attract the best candidates from the most diverse pool possible. This document consists of general strategies and guidelines. The bulk of this document consists of specific timetables, required forms, sample letters, templates for advertisements and further information. Search committees should read and become familiar with Policy 6.7, the Recruitment, Selection, and Appointment of Full-Time Faculty and Academic Administrators, which contains specific requirements for the search.

**Preparing for the Search**

A successful search begins long before the job description is published. Several steps can be taken early in the process that will help assure success in leveraging diversity as an educational resource. These steps require an assessment of the departmental cultural climate as well as departmental values, assumptions, goals, and past recruitment practices. The suggestions that follow are intended to result in an increased heterogeneity on campus with regard to race/ethnicity, class, gender, sexual orientation, national origin, and in other ways, diversity can be exemplified while increasing recruitment of high quality faculty overall.

1. Develop a Search Timetable (Appendix A) and initiate a Faculty Recruitment Request Form (Appendix B). This form can be sent electronically to [accessequity@smu.edu](mailto:accessequity@smu.edu) .

2. Consider the position.

* Examine diversity as a goal when the nature of the position to be filled is being determined.
* Could the position offer an opportunity to enhance the profile and/or diversity of the department? Initial discussions about positions to be searched will increasingly be determined by the relationship to departmental Academic Plans. There is no mandate to replace faculty with the same discipline. You will need to articulate the necessity for the position and benefits from its creation. Explore the possibility of a position that might attract a more diverse pool or diversify the curriculum.
* Assess the department climate. Encourage a culturally inclusive climate. Assess the role of cultural diversity in instruction, scholarship, and engagement. Create clear criteria in advance for discussing candidates; explore these for gender, ethnic, and other biases.

3. Identify and utilize campus areas that can help your department achieve academic excellence through inclusion. If you are hiring a scholarof Islam, is there already a center or student group on campus to support this?

* Become acquainted with the diversity-related offices, programs, and initiatives at SMU and with some of the many resources in the DFW area.
* Meet with a representative of the Office of Institutional Access & Equity (IAE).

4. Select a diverse search committee.

All search committees are expected to have a mix of members in terms of gender and ethnicity. In addition, all committee members should be willing to participate in a workshop conducted by the Office of Institutional Access and Equity (IAE). Please contact IAE to schedule the workshop.

* Search committees must be diverse. Developing a diverse search committee may require extending membership to members of other Departments/Divisions, Schools/Colleges, or even external to the University. Search committees are encouraged to include at least one person from another Department/Division within the School/College and a person outside the School/College, either a faculty member from another unit or a professional friend or alumni of the Department/Division. Members from other universities, SMU students, donors, and other community members may also be considered. All search committees must be approved by the Dean or Associate Dean/Designee.
  + Ensure that members of the search committee are committed to and/or have experience with enhancing faculty diversity.
  + Examine the committee’s shared assumptions.
    - Focus on the contribution that diverse faculty can bring.
    - Don’t assume that diverse candidates will not be as qualified.
    - Don’t assume that SMU cannot attract potential applicants.
    - Don’t assume that diverse candidates will require disproportionately higher salaries. However, it is also important that equitable offers are made to every candidate.
* Recognize that committee members may communicate in different ways and hold different views. Ensure that each search committee member has the opportunity to participate fully.
* Prepare a well-thought out check list of what the department is looking for in a successful candidate.
  + Identify departmental needs broadly.
    - Value research and creative endeavors that reflect diversity.
    - Recognize the importance of diverse mentors and role models for students.
    - Encourage instruction that reflects and promotes cultural competence.
  + Consider the characteristics of a successful candidate. Can the candidate:
    - Interact well with students from diverse backgrounds?
    - Mentor diverse students?
    - Contribute to departmental collegiality?
    - Communicate effectively with diverse students, staff, and faculty?
    - Represent SMU in a positive fashion?
  + Think carefully about what constitutes excellence in a candidate.
    - Value non-traditional career paths.
    - Appreciate non-traditional research interests or publications.
    - Determine willingness to engage in community service with diverse populations.

5. Develop a Recruitment Plan (Appendix C).

Examine past recruitment methods. Modify them when necessary to prevent inadvertent exclusion of diverse candidates. Develop a diversity-sensitive Advertisement/Position Announcement (Appendix D) that emphasizes SMU’s desire to attract a culturally and academically diverse faculty of the highest caliber. Ensure the content of the advertisement/position announcement conveys commitment to diversity.

**Attracting a Highly Qualified and Diverse Candidate Pool**

A crucial step in increasing faculty quality and diversity is to attract a wider candidate pool. As a government contractor, we are subject to Section 504 of the Rehabilitation Act of 1973 and the Vietnam Era Veteran’s Readjustment Act of 1974, which have both been amended. All government contractors are now required to set a 7% goal for veterans and the disabled. We now must take a more proactive approach in hiring veterans and the disabled to help meet this goal of 7% in each of the two categories. Historically, universities have utilized passive search strategies. To be successful in the current market, we must be as proactive in our recruiting as a coach building a competitive athletic organization. While hiring decisions cannot be based on demographic variables such as race and gender, diversity-related experience and expertise can be useful criteria. Furthermore, it is entirely appropriate to develop search strategies to attract applications from demographically and culturally diverse candidates. Your Recruitment Plan is key, and there are many suggestions in Appendices C and K such as:

1. Proactively seek nominees.

* Contact Chairs or Graduate Study Directors at Ivy-league universities, women’s colleges, historically Black, Hispanic serving, and tribal colleges and universities to secure lists of doctoral students graduating in the relevant field. Build networks with institutions that attract substantial numbers of ethnically diverse graduate students.
* Network at sessions and informal gatherings at professional meetings that are likely to attract members of diverse groups. You can not only confer about specific candidates but also to discover current trends and issues.
* Identify leaders in your discipline who maintain diverse networks (i.e., “Gatekeepers”) and ask for nominations (Appendix F).

2. Improve Advertising.

* Use an advertisement that demonstrates the energy and creativity of your department and signals your commitment to diversity and quality (Appendix D).
* Announce position in targeted outlets, and include international outlets, especially the Times Higher Education Supplement (Appendices G, H, I and J).

**Initial Screening**

1. Acknowledge all applications and inquiries immediately! Upon e-mail receipt of a completed application, you should send out an Applicant Acknowledgement Letter within the week. The letter must include the position number that you obtained from your Financial Officer, since the candidate will be directed to use this information to complete the online Applicant Data Request Form. A template is included as Appendix L and should be sent via e-mail. If the candidate does not have such access, please contact IAE to arrange for regular mail service.

2. Decide when to call references. If candidates ask for applications to be kept confidential, either do so, or communicate with them when you need to be more public; i.e., either when all faculty are to view a short list or you need to call references.

3. Develop a template for evaluating applications, so you treat everyone fairly. Use of descriptive language in evaluation of candidates is encouraged. Individual ranking of each candidate in rank order (1, 2, 3) is discouraged. It is very important for committees to discuss biases and desired qualifications in detail before looking at files (see Preparing for the Search above, and also Appendix O for sample template).

4. Do not eliminate any candidates because of committee biases. Beware of phrases such as, “He won’t be happy here after being in the Ivy League” or “Her spouse will not be able to work here.”

5. Consider the positive factors that a more diverse faculty will bring to the education of your students.

6. *SELECT CANDIDATES WHO ARE BETTER THAN YOU!*  This is the hardest part, but if we want to improve (and keep up with the competition), we must continue to INCREASE the quality of faculty and not just stay the same. Avoid selecting candidates because they are “comfortable” and will not challenge the department and university.

7. Narrow the applicant pool to no more than 10-20. You may want to consult all full-time faculty for input at this stage. Phone interviews should only be considered if there are specific questions unanswered. You should not cull the list based upon who will fit in or who “sounds” likeable. When you have selected 3-4 candidates for on-campus interviews, SMU Policies and Procedures state that, “The Dean will review the files of the selected candidates and may meet with the committee chair and department or division head to discuss screening. In the interest of achieving Affirmative Action goals, this group may add to the list of finalists’ qualified women and/or minority group members who are in the applicant pool. In addition, after the selection of a short list of candidates for key administrative appointments, or to the rank of Professor or to an endowed chair, the Provost should be apprised of the state of the search. This should include a comparative assessment of the strengths of the candidates” (see University Policy 6.7D (2), Request for File Review). To avoid surprises, consult often with the Dean and Associate Dean/Designee, especially if you have concerns about the quality, size or limited diversity of the pool. This is especially important as the pool narrows. See Appendix O: Faculty Applicant Screening Matrix.

8. When you have selected your proposed final pool for on-campus interviews, complete the On-Campus Interview Request Form (Appendix N), which includes: a summary of your search, a demonstration that you followed your Recruitment Plan, candidate files from the “short list,” and a rationale for selecting each candidate included in the proposed final interview pool. If the proposed final pool does not reflect significant quality or diversity, you should be prepared to justify why the search should continue. Appendix N can be sent electronically to [accessequity@smu.edu](mailto:accessequity@smu.edu) .

9. Faculty search committees may wish to utilize video conferencing during the faculty search and recruitment process. The Office of Institutional Access and Equity has researched the availability of locations on campus that possess the technology and capability of hosting interviews using video conferencing. The Office of Institutional Technology and Classroom Support can assist you with reserving the room and determining which location will serve you in the best way possible. OIT can be reached at 8-4357 or [help@smu.edu](mailto:help@smu.edu).

**Interviewing**

Well-planned and executed interviews result in better hiring decisions and are an important factor in recruiting. Regardless of their cultural background, candidates are more likely to accept job offers if they believe that the interview process was professional and fair. For external candidates, the interview begins with their arrival at the airport and ends with their departure. All interactions with candidates are “on the record.” It is important to be mindful of messages we send with our words and actions. These principles also apply to internal candidates.

1. Develop a list of interview questions.

* Include questions that allow candidates to speak to their diversity-related experience and expertise. (For example: How would your participation help the department meet its diversity-related goals?)
  + Talk about diversity at SMU and in the department and ask how the candidate can contribute.
  + Avoid questions based on assumptions about the candidate’s ethnicity or other aspects of his or her diversity.
* Meet with all faculty and students before the interview to ensure that everyone is prepared to participate.
  + All participants should study candidates’ dossiers and prepare questions focusing on their professional experience rather than on personal demographics.
  + The candidate may volunteer information on religion, marital status, sexual orientation, etc., but no follow-up questions may be asked.
  + Acknowledge that interviewers may feel less comfortable interviewing candidates they perceive as different from themselves in comparison to candidates who are perceived as similar. Acknowledging it may prevent interviewers from allowing this discomfort to bias their evaluation of excellent candidates.
* Provide a detailed interview schedule to department members and the candidates before they arrive on campus.
  + Ask the candidates if they want to see particular facilities or meet specific people.
* Provide opportunities for all candidates to interact with diverse faculty and students.
* Avoid topics that have no bearing on job performance.
* Ensure that everyone who will interact with candidates is aware of IAE policies and procedures and is sensitive to these issues in their conversations with candidates as well as in their interventions in departmental process.
* Provide copies of “Faculty Interview Considerations” and the Applicant Interview Evaluation Form to all faculty, students and staff who may come into contact with candidates (Appendices L and P). Only individuals participating in the interviews will be required to complete an Applicant Interview Evaluation Form or its equivalent.

2. During the Campus Visit:

* Create a welcoming environment; put the candidate at ease. Highlight the University’s commitment to diversity.
* Sell the job/the department/SMU/Dallas, the Southwest Region.
* Give all candidates equal opportunity to describe their qualifications and interests in the position.
* Ask questions about candidate’s actual experience and past behavior rather than posing hypothetical questions.
* Offer to introduce candidates to those in other departments with similar interests or situations and to potential colleagues/research partners. Follow up as appropriate.
* *Ask the candidate if there are other questions or other things they want to see or hear!* You can’t ask if they want to visit a Black church, but you can ask if they have questions about cultural institutions; and if they open the door, then ask if they want to go to the Hillel, or meet with faculty from the Spanish Department, etc. Include materials on minority organizations and businesses. The idea is to tailor materials to known candidate interests.
* A brochure for candidates that highlights SMU’s benefits for full-time faculty is available at <http://www.smu.edu/IAE/FacultySearchandRecruitmentResources>. For more detailed benefit information, please visit: <https://cloud.3dissue.com/60737/61018/73486/2017SMUBenefitsGuide/index.html>.

3. After the Visit:

* Follow up with the candidates with responses to unanswered questions.
* Encourage colleagues to contact the successful candidate during the interim between accepting the offer and moving to campus.
* The Dean and Associate Dean/Designee should be kept apprised of progress.

**Final Selection**

1. Invite responses from everyone who had any contact with the candidates. Interviewers must complete and sign an Applicant Interview Evaluation Form or its equivalent for each applicant who received an interview (Appendix P).

2. The committee should review all feedback and make a proposed final list of acceptable and unacceptable candidates with strengths and weaknesses for each candidate. The committee should prepare an UNRANKED list of the finalists.

3. Consult with the Chair and/or Dean. Either or both may wish to consult in person with the committee. If there is general agreement, this may happen quickly.

4. For a tenure-track position, the Dean authorizes the Chair to make an offer. For a tenured position, the Provost authorizes the Dean to make an offer.

5. If a search has been unsuccessful or closed without a hire, the search committee chair should submit a summary of the search to IAE and the Provost’s Office. A new Faculty Recruitment Request Form will need to be submitted when the position search is reopened.

**Closing the Deal**

SMU has a great deal to offer. In addition to competitive salaries, candidates will be impressed with the wide range of opportunities and benefits available at SMU and in the surrounding region.

1. Take all reasonable measures to speed up the search process, so offers can be made in a timely fashion.

2. Ensure that the proposed pay level for a female, ethnically diverse, international, or other diverse candidate is comparable to that of a majority candidate.

3. A brochure for candidates that highlights SMU’s benefits for full-time faculty is available at <http://www.smu.edu/IAE/FacultySearchandRecruitmentResources>. For more detailed benefit information, please visit: <http://www.smu.edu/BusinessFinance/HR/BenefitsAndWellness>.

4. Members of the committee may want to call (or solicit others to make calls) to demonstrate enthusiasm for the candidate.

5. A broad range of activities and opportunities is available at SMU. Emphasize the broad range of opportunities available to faculty.

* Research support is readily available. Talk about the Department’s/Division’s Foundation money.
* Some academic Departments/Divisions provide summer research awards.
* The Office of Research Administration helps faculty bring in millions of research dollars each year.
* Technology support is available.
* SMU provides many opportunities for faculty development (e.g., The Center for Excellence in Teaching)
* SMU supports international travel, research, program development, exchanges, and teaching opportunities.
* Assigned time for research and other valued activities may be available.
* Collaborative work with students and across disciplines is highly valued.
* There are relatively small classes in many departments. (The university average class size is 12).

6. Notify applicants that the position is filled (Appendix R).

7. For a short version of the SMU Faculty Search and Recruitment Guidelines, consult the Search Guidelines Summary (Appendix S).

**Retention**

Our success in recruiting a diverse faculty will be for naught if our new recruits are not retained. Although the university as a whole plays a role in this process, like our students, new faculty need to find a “home” at the department level.

1. The process of welcoming a new faculty member starts when the offer is accepted.

* Invite the new colleague for a family and housing visit. Use this opportunity to involve future colleagues in and out of the department.
* Provide new employees with a “relocation” package that contains information about the university, free tickets to a university or uptown event, etc.
* Referrals to competent local professionals (realtors, physicians, places of worship, favorite restaurants and entertainment venues, professional and civic organizations, specialty shops, tax accountants, etc.) may be welcomed.
* Ensure that those new to the faculty are invited to established welcome events. Include spouses, domestic partners, and family members when appropriate.
  + President’s welcome for new faculty.
  + Women & LGBT Center event recognizing new women faculty and staff.
  + Provost’s welcome for ethnically diverse and international faculty.
* Host a unit level event.
* Find ways to connect faculty and staff with campus events.
* Provide instruction in how to use the University calendar.
* Make special invitations to newcomers to:
  + Join civic organizations.
  + Participate in social gatherings.
  + Attend special campus events.

2. Create a welcoming environment (on and off campus).

* Help newcomers locate relevant services.
  + Hair care venues with necessary expertise.
  + Restaurants that serve ethnic foods.
  + Stationery shops and suppliers which provide cards and decorations that celebrate Jewish, Muslim, and Hindu holidays and lifestyle events as well as those for Christians.
  + Grocery stores that reflect ethnic needs, interest, and cuisine.

3. Create a professionally supportive environment.

* A “best practice” in mentoring is for new faculty to have one mentor from within the department and one from outside the home department.
* Department Chairs can ensure that new faculty can express their concerns before they become problems.
* Departments can review governance documents for inequitable policies and practices (e.g., Are women and/or ethnically diverse faculty carrying a larger service load than others?)

**SMU Faculty Search and Recruitment Requirements and Guidelines**

**FORMS AND RESOURCES**

***Required/***

***Appendix* *Description Page*** ***Informational***

A Search Timetable Guidelines 11 Informational

**B Faculty Recruitment Request Form 13 Required**

**C Faculty Recruitment Plan 14 Required**

**D Advertisement/Position Announcement 16 Required**

E Approved Nondiscrimination Statement 19 Informational

F Nominee Solicitation Letter 21 Informational

G General Advertising Venues 22 Informational

H Doctorate-Granting Institutions with Largest

Number of Minority Doctorate Recipients 24 Informational

H-2 Doctorate-Granting Institutions with Largest

Number of Female Doctorate Recipients 26 Informational

I Undergraduate Programs Which Serve Diverse Populations

I Historically Black Colleges and Universities 27 Informational

I-2 Hispanic Colleges and Universities 29 Informational

I-3 Native American Tribal Colleges and Universities 30 Informational

I-4 Women’s Colleges and Universities 31 Informational

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**L Applicant Acknowledgement Letter 34 Required**

M Faculty Interview Considerations 35 Informational

**N On-Campus Interview Request Form 37 Required**

O Faculty Applicant Screening Matrix 38 Informational

**P Applicant Interview Evaluation Form 39 Required**

**Q Faculty Permission to Hire Form 40 Required**

R Employment Decision Letter 41 Informational

S Search Guidelines Summary 42 Informational

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U Record and Retention Guidelines 45 Informational

V Contact Information 45 Informational

*In addition to items marked as required,*

*Deans and/or Chairs may require other documentation or actions.*

**Appendix A: Search Timetable Guidelines**

*Search timetables should be established to accommodate different circumstances and disciplines.* In general, however, the early bird gets the worm in searches. If we want to be able to hire candidates who are also interviewing at Harvard and Stanford, we need to make offers before they do, so they need to decide between the bird in the hand (SMU) and the possibility of an offer that may never come.

1. All Departments/Divisions create Academic or Institutional Effectiveness Plans that include learning outcomes for all majors and courses, curricular, staffing, leaves/sabbaticals, and enrollment management. (These have typically been due in September of each year.)

2. Chairs meet individually with Dean to discuss potential faculty needs and how they fit each Departmental/Divisional Academic Plan. *{Insert date or Month}*

3. Chairs submit search requests for the following year with justification. *{Insert date or Month}*

4. Department/Division’s Academic Councildiscusses searches and Dean approves searches and search budgets for following year. *{Insert date or Month}*

5. Chair should discuss make-up of search committees and Recruitment Plan with Associate Dean/Designee. The Department/Division Chair and Search Committee Chair should complete the Faculty Recruitment Request Form (Appendix B) and submit it to the Associate Dean/Designee. Committee members may be asked to join the discussion. *{Insert date or Month}*

6. Committee meets to discuss Recruitment Plan. *{Insert date or Month}*

7. Forward completed Recruitment Plans to Dean for approval. *{Insert date or Month}*

8. Search Chair/Liaison meets with IAE to discuss Recruitment Plan and advertising. IAE approval is required on the Recruitment Plan which includes Advertisement/Position Announcement. *{Insert date or Month}*

9. Place advertising by *{Insert date or Month}.* Financial Officer or Appointee needs all advertisement by *{Insert date or Month}* for print ads.

10. Recruiting season. *{Insert date or Month}*

11. As the application deadline approaches, the Committee Chair does an initial screening of the applicant pool and discusses the depth, quality and diversity of the pool with the Associate Dean/Designee. If the pool is not large or deep enough, the deadline and recruitment period may be extended. The Associate Dean/Designee will give approval for moving to the next stage.

12. Initial screening of applications by the committee commences *{Insert date or Month}*. The Dean or Associate Dean/Designee should be kept apprised of progress.

13. At the time of acknowledging receipt of an application, send an Applicant Acknowledgement Letter to each candidate (Appendix L). The letter can be sent by e-mail. The letter must include the position number that you obtained from your Financial Officer, since the candidate will be directed to use this information to complete the online Applicant Data Request Form. If the candidate does not have internet access, please contact IAE to arrange for regular mail service.

14. Narrow applicant pool to no more than 10-20 candidates, then select 3-4 for on-campus interviews *{Insert date or Month}*. SMU Policies and Procedures state that, “The Dean will review the files of the selected candidates and may meet with the committee chair and department or division head to discuss screening. In the interest of achieving Affirmative Action goals, this group may add to the list of finalists any qualified women and/or minority group members who are in the applicant pool. In addition, after the selection of a short list of candidates for key administrative appointments, or to the rank of Professor or to an endowed chair, the Provost should be apprised of the state of the search. This should include a comparative assessment of the strengths of the candidates” (see University Policy 6.7D (2), Request for File Review).

15. Prior to extending any invitations to finalists for on-campus interviews, the hiring unit must forward to IAE the On-Campus Interview Request Form for approval (Appendix N). This form can be sent electronically to [accessequity@smu.edu](mailto:accessequity@smu.edu). This includes a summary of your search, a demonstration that you followed your Recruitment Plan, files from the “short list/prospects,” and a rationale for each candidate included in the proposed interview pool. The short list/prospects will include the proposed interview pool by race and sex if known. If the proposed final pool does not reflect significant quality or diversity, you should be prepared to justify why the search should continue.

16. Once IAE has approved the proposed pool, the On-Campus Interview Request form and files go to the Dean and Provost. Interviews may be scheduled after the Provost’s Office approves the form.

17. Schedule and host on-campus interviews (Appendix P). Schedule an interview with the Dean or Associate Dean/Designee for all tenure-track appointments and with the Dean and Provost for all tenured appointments. *{Insert date or Month}*

18. Send unranked recommendations to the Chair, Associate Dean/Designee, and Dean. The Search Chair and/or Department/Division Chair should meet with the Dean to discuss the final selection; the Dean and Chair should meet with search committees when there is a wide divergence of opinion. For tenure-track appointments, the Dean approves the candidate and the Chair makes the initial offer. For tenured appointments, the Provost approves the final selection and the Dean makes the offer. *{Insert date or Month}*

19. Complete the Faculty Permission to Hire Form (Appendix Q) and forward it to the Provost’s Office. *{Insert date or Month}*

20. Close the deal and get contracts signed. Since the pool is “pre-approved,” the official offer should come within 48 hours. The Dean sends the contract letter for tenure track appointments and the Provost sends the contract for tenured appointments. Don’t forget to send an Employment Decision Letter (Appendix R) to all candidates. *{Insert date or Month}*

21. If a search has been unsuccessful or closed without a hire, the search committee chair should submit a summary of the search to IAE and the Provost’s Office. A new Faculty Recruitment Request Form will need to be submitted when the position search is reopened.

**Appendix B: Faculty Recruitment Request Form (2017-18)**

Use as cover sheet for permission to recruit a faculty position. Please read the SMU Faculty Search and Recruitment Guidelines before filling out this form.

**Position Title** **Position No.**

**Department/Division** **Anticipated** **Start Date**

**Status:** [ ] New Position [ ] Open Position [ ] Provost Approved Position

(Check all that apply) [ ] Tenured [ ] Tenure Track [ ] Not on Tenure Track

**Name of Incumbent**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Proposed Title/Rank:** [ ] Professor [ ] Associate [ ] Assistant

[ ] Senior Lecturer [ ] Lecturer [ ] Professor of Practice

If other, please specify

**Active Status:** [ ] Full Time [ ] Part Time Length of Term

**Budget Acct. No.** **Proposed Salary Offer** **Budgeted Salary**

If proposed salary is higher than budgeted salary, identify source of additional funds:

**Additional Costs:** Start-up $ On-going $

**Building/Office Room Number: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Building/Lab Room Number: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**ATTACH:**

1. List of proposed Search Committee members (designate chair) and indicate race and gender of each member. All search committees are expected to have a mix of members in terms of gender and ethnicity.

2. Recruitment Plan (must contain items 1-3 of Appendix C). Section C-4 contains suggestions that may be useful in the search.

**AUTHORIZATION (in the following order):**

School/College Financial Officer Approval Date

(Budgetary considerations)

Dean Approval Date

IAE Review and Acceptance per UPM 6.7 Date

Provost Approval Date

**Appendix C: Faculty Recruitment Plan**

This is an example of what a comprehensive Recruitment Plan might look like. Plans are expected to vary from position to position and department to department. The plan must be submitted with the Faculty Recruitment Request Form and Advertisement/Position Announcement to IAE for approval (Appendices B and D).

**Faculty Recruitment Plan**

Fall *{Insert Year}*-Spring *{Insert Year}*

Position Title *{Insert Complete Position Title}*

Position No.

Responsibilities of Search Committee

1. Prepare and attach all advertising (long and/or short versions) for the position (See Appendix D: Advertisement/Position Announcement Template). See page 19 for required ad components. In addition, electronically send a copy of the final ad (must be in Microsoft Word format, 500 words or less) to [accessequity@smu.edu](mailto:accessequity@smu.edu). IAE will post the ad with the Texas Workforce Commission to comply with Federal regulations; In addition, IAE will place the ad in Diversity First job website. Each are free online advertisements.
2. Indicate all publications where advertisement/position announcement will be distributed.

**Be sure to include diversity publications in your selection.**

The position must be advertised in at least three national publications or newsletters. One ad, either in print or online, in a national professional journal is required for tenure and tenure-track positions. For online ads, the ad must be posted for at least 30 calendar days. Documentation of the placement of an ad that is online must include evidence of the start and end dates of the ad placement and the text of the ad. Examples of national professional journals include *The Chronicle of Higher Education*, *Diverse Issues in Higher Education*, and journals published by national professional organizations, but does not include targeted journals like *Women in Higher Education* or *The Journal of Blacks in Higher Education*. International publications should also be considered. Please specify three or more sources and note whether the ad is in print or online. Examples include but are not limited to:

* + *The Chronicle of Higher Education* ([www.Chronicle.com](http://www.Chronicle.com))
  + *Diverse Issues in Higher Education* ([www.diverseeducation.com](http://www.diverseeducation.com))
  + *The Journal of Blacks in Higher Education (*[www.jbhe.com](http://www.jbhe.com)*)*
  + *Women in Higher Education (*[www.WIHE.com](http://www.WIHE.com))
  + *Hispanic Outlook in Higher Education* ([www.HispanicOutlook.com](http://www.HispanicOutlook.com))
  + Higher Ed Jobs Online ([www.higheredjobs.com](http://www.higheredjobs.com)).
  + The Times Higher Education Supplement Online <http://www.thesjobs.co.uk>
  + Discipline specific national publications.

**For information on advertising and rates, see page 22-23.**

1. The chair of the search committee or another member of the search committee will be the designated liaison to IAE. The liaison must attend an IAE workshop while all other search committee members are encouraged to attend the workshop. The liaison will also meet individually with IAE to discuss Recruitment Plan. Contact IAE to schedule workshop and meeting.

4. As relevant, search committees should implement the following:

* Advertisement/Position announcement will be mailed to all \_\_\_\_\_\_\_\_ Departments in USA. **Identify these colleges and university departments by name.**
* Search Committee members will contact colleagues at other institutions and ask for potential candidates. Prepare a specific list of institutions to be contacted. A minimum of X contacts will be made.
* Potential applicants (those who are in or near the field being sought and those recommended above) will be contacted by mail and/or telephone.
* Advertisement/Position announcement will be posted at the national meeting of the \_\_\_\_\_\_\_\_ Society of America.
* Advertisement/Position announcement will be posted on electronic bulletin board of the \_\_\_\_\_\_\_\_ Society of America.
* Send Advertisement/Position announcement to subgroups of primary professional organizations that are minority and women interest specific, or to listservs of such subgroups.
* Advertisement/Position announcement will be sent to schools with female and minority concentrations in specialized and related fields:
* Doctorate Granting Institutions with Largest Number of Minority Doctorate Recipients (Appendix H)
* Doctorate Granting Institutions with Largest Number of Female Doctorate Recipients (Appendix H2)
* Historically Black Colleges & Universities (Appendix I)
* Hispanic Serving Institutions (Appendix I-2)
* Native American Serving Institutions (Appendix I-3)
* Female Serving Institutions (Appendix I-4)
* International Universities
* Advertising, email, listservs, and networking with professional organizations in specialized and related fields (could include conference travel). List discipline specific listservs to be utilized if not included above.
* Advertising, email, listservs, and networking with minorities & women of specific professional organizations in specialized and related fields (could include conference travel).
* Subgroups of primary professional organizations that are minority and women specific.
* Send announcement to and/or call your department Chair equivalent at the top-rated Ph.D. producing Department/Divisions in the world, country and region. Don’t neglect Latin America. If you don’t know the best global Department/Divisions in your discipline, find out.
* Search committee members will make personal efforts (calling colleagues at other universities and colleges, etc.) to find and recruit candidates. You may even want to designate specific individuals who will complete certain assignments; i.e. each member of the search committee will make 5 phone calls to top programs. For example: The graduate directors of \_\_\_\_\_ University; the University of \_\_\_\_\_ and \_\_\_\_\_\_ College; leading institutions in the field of \_\_\_\_\_\_\_\_.
* Specific Greek Organizations (Appendix J) may be also contacted.

**Appendix D: Advertisement/Position Announcement**

ADVERTISEMENT/POSITION ANNOUNCEMENT

SMU

Rank/Title (Position Number )

The Department/Division of \_\_\_\_\_ invites nominations and applications for an opportunity to be involved in the shaping of innovative/rapidly growing/expanding/dynamic/evolving pedagogies/programs/interdisciplinary program/curriculum/ in \_\_\_\_\_\_\_\_. Creative energy, intellectual strength, a broad-ranging repertoire and teaching interests are essential. We welcome candidates from all backgrounds. The candidate selected will be expected to be a significant partner in connecting the Department/Division to an increasingly diverse and globally-connected community at the university and in the Dallas/Fort Worth Metroplex. **\*While an appointment at the rank of Assistant Professor tenure track is anticipated, extraordinary candidates at all levels will be considered**.

**Minimum qualifications**: completed requirements for a doctoral or other terminal degree in \_\_\_\_\_\_or related field by (insert date); expertise to teach courses in \_\_\_\_\_\_\_\_ and demonstrated potential as a teacher-scholar.

**Preferred qualifications**: completed Ph.D.; experience teaching graduate or undergraduate courses in \_\_\_\_\_\_\_\_\_\_\_ as well as courses in any of the following areas: (insert list, include interdisciplinary courses if appropriate); interest in making significant contributions to graduate programs; research and/or creative scholarship which has led to publication, exhibition or dissemination in refereed journals, and/or national venues; experience mentoring culturally diverse students. Position begins {Insert date}.

**Application:**

Send letter of application highlighting the candidate’s qualifications, complete curriculum vitae, and three letters of recommendation to: \_\_\_\_\_\_\_\_\_\_, Chair, Department/Division of \_\_\_\_\_\_\_\_\_\_, SMU, PO Box XXYY, Dallas TX, 75275 or as email attachments to [xxxxxx@smu.edu](mailto:xxxxxx@smu.edu). Review of applications will begin {Insert date}. To ensure full consideration for the position, the application must be received by date—at least 30 days from date ad is posted, but the committee will continue to accept applications until the position is filled. The committee will notify applicants of the employment decision after the position is filled. Hiring is contingent upon the satisfactory completion of a background check.

We encourage digital applications: E-mailed files should be saved to smallest size*.* To retain font and formatting integrity, save documents in .pdf format. Letters of recommendation may be scanned and sent as .jpg/.pdf files. Candidates may submit websites, CDs, DVDs that showcase samples of their work. All digital material/files/media must be fully functioning on both PC and Mac platforms.

**Department/Division:**

The Department/Division of \_\_\_\_\_\_\_\_\_is a forward thinking/rapidly evolving/ community of scholars and professionals. Our students and faculty excel at/in \_\_\_\_\_. Our alumni are noted for \_\_\_\_. We award degrees in \_\_\_\_\_. Visit us at <http://smu.edu/xxxxxxx/>

**\*** This statement may be used to address the possibility of appointing a candidate at a higher level.

**Examples of Different SMU Write-Ups that can be used in Advertisements**

**SMU** is an inclusive and intellectually vibrant community of teachers and scholars that values diverse research and creative agendas. SMU offers excellent benefits including full same-sex domestic partner benefits. Explore SMU at <http://www.smu.edu>. Our beautifully shaded campus of Georgian-Revival-inspired architecture is situated in the heart of Dallas. The Dallas/Fort Worth Metroplex, a culturally rich arts and global business center, is home to many universities, arts organizations and Fortune 500 and over 100 corporations. Visit <http://www.dallaschamber.org>.

**SMU** is a private university dedicated to academic excellence. Located in Dallas, SMU maintains a moderate size of about 11,000 students. SMU is designated as a preferred employer in the Dallas/Fort Worth metroplex, one of the most prolific high-tech industrial centers in the country. The Dallas/Fort Worth metroplex is a multi-faceted business and engineering community, offering exceptional museums, diverse cultural attractions and a vibrant economy. Dallas’ quality of life is exceptional with a relatively low cost of living, upscale apartments and homes within walking distance of campus, the opportunity to live in the city or out in the country with a relatively short commute, and the availability of both mass transit systems and plentiful on-campus parking.

Located near the center of Dallas, **SMU** is a private university of 11,000 students offering strong undergraduate, graduate and professional programs through seven schools – Dedman College of Humanities and Sciences, Cox School of Business, Meadow School of the Arts, Lyle School of Engineering, Perkins School of Theology, Dedman School of Law, and Simmons School of Education and Human Development. To learn more about the rich cultural environment of SMU, please see: <http://smu.edu>.

**SMU** is a private, nonsectarian university of 11,000 students located in University Park, a highly regarded residential community that is 15 minutes north of downtown Dallas. SMU offers strong undergraduate, graduate, and professional programs through seven schools — humanities and sciences, business, the arts, engineering, education, law, and theology. **SMU’s The Second Century Campaign** was the largest fundraising initiative in SMU's history, exceeding their goal of $1 billion by raising $1.15 billion by the end of 2015. Visit: [www.smu.edu/SecondCentury.aspx](http://www.smu.edu/SecondCentury.aspx)

***SMU will not discriminate in any program or activity on the basis of race, color, religion, national origin, sex, age, disability, genetic information, veteran status, sexual orientation, or gender identity and expression. The Executive Director for Access and Equity/Title IX Coordinator is designated to handle inquiries regarding nondiscrimination policies and may be reached at the Perkins Administration Building, Room 204, 6425 Boaz Lane, Dallas, TX 75205, 214-768-3601, accessequity@smu.edu.***

NOTES:

1. This is a template. Customize it for your Department/Division and discipline. The advertisers suggest that (in general) you use few but more powerful adjectives. Stay away from anything you hear a lot, (new, exciting, improved). Look for more descriptive and discipline specific ways to help people understand what you’re offering.

2. The language below is to be used for required screening date information:

Review of applications will begin {Insert date}. To ensure full consideration for the position, the application must be received by [date—at least 30 days from date ad is posted], but the committee will continue to accept applications until the position is filled. The committee will notify applicants of its employment decisions after the position is filled. Hiring is contingent upon the satisfactory completion of a background check.

3. The Nondiscrimination Statement provided below must be included in all position announcements:

*SMU will not discriminate in any program or activity on the basis of race, color, religion, national origin, sex, age, disability, genetic information, veteran status, sexual orientation, or gender identity and expression. The Executive Director for Access and Equity/Title IX Coordinator is designated to handle inquiries regarding nondiscrimination policies and may be reached at the Perkins Administration Building, Room 204, 6425 Boaz Lane, Dallas, TX 75205, 214-768-3601, accessequity@smu.edu.*

1. Academic departments may wish to add, “Women, minorities, veterans and persons with disabilities are strongly encouraged to apply.”
2. Each division and department should place the advertisement/position announcement on their respective website home page.
3. For those positions that do not go through the regular recruiting process (i.e., visiting faculty) and the department wants to place an ad, all advertisements must follow the University’s ad requirements.

**Required Components of Each Advertisement**

Position Number Minimum Qualifications (educational and experience)

Start Date Background Check Statement

Priority Consideration Date SMU Nondiscrimination Statement (May 2015 version)

**Appendix E: Approved Nondiscrimination Statements**

**for Advertisements and Publications**



September 20, 2017

To: Vice Presidents

Deans

Associate Provosts

 Academic Department and Division Chairs

From: Samantha Thomas

Executive Director for Access and Equity, Executive Assistant to the President, and

Title IX Coordinator

Subject: Reminder of Guidance for Published Nondiscrimination Statements

SMU updated its Nondiscrimination Statement in 2015 as part of the Resolution Agreement with the U.S. Department of Education Office for Civil Rights. Pursuant to the agreement and in compliance with Title IX of the Education Amendments of 1972, the University’s Nondiscrimination Statement reads:

Southern Methodist University (SMU) will not discriminate in any employment practice, education program, education activity, or admissions on the basis of race, color, religion, national origin, sex, age, disability, genetic information, or veteran status. SMU's commitment to equal opportunity includes nondiscrimination on the basis of sexual orientation and gender identity and expression. The Executive Director for Access and Equity/Title IX1 Coordinator is designated to handle inquiries regarding the nondiscrimination policies, including the prohibition of sex discrimination under Title IX. The Executive Director/Title IX Coordinator may be reached at the Perkins Administration Building, Room 204, 6425 Boaz Lane, Dallas, TX 75205, 214-768-3601, accessequity@smu.edu. Inquiries regarding the application of Title IX may also be directed to the Assistant Secretary for Civil Rights of the U.S. Department of Education.

1Title IX of the Education Amendments of 1972, 20 U.S.C. §§ 1681-1688.

Pursuant to the Resolution Agreement, SMU must include the Nondiscrimination Statement in each of its electronic and printed publications of general distribution that provide information to prospective and current students and employees. Specifically, the Statement must be included in each announcement, bulletin, catalog, or application form that it makes available to the persons described above, or which is otherwise used in the recruitment of students or employees.

The following is a shorter version of the Nondiscrimination Statement that may be used for position announcements and advertisements and for publications that do not fall under the above guidelines:

SMU will not discriminate in any program or activity on the basis of race, color, religion, national origin, sex, age, disability, genetic information, veteran status, sexual orientation, or gender identity and expression. The Executive Director for Access and Equity/Title IX Coordinator is designated to handle inquiries regarding nondiscrimination policies and may be reached at the Perkins Administration Building, Room 204, 6425 Boaz Lane, Dallas, TX 75205, 214-768-3601, accessequity@smu.edu.

The University will no longer be able to use a one-line alternative for position announcements and advertisements. In addition to the Nondiscrimination Statement, departments may continue to add language to advertisements in support of the University’s affirmative action and diversity efforts such as “Women, minorities, veterans, and persons with disabilities are encouraged to apply.”

Please circulate this memo to appropriate personnel in your area, and contact me at extension 8-3601 if you have any questions about the guidance. I appreciate your assistance to ensure that the Nondiscrimination Statement is properly disseminated.

cc: President Turner

Provost and Vice President for Academic Affairs Steven C. Currall

Associate Vice President and Chief Human Resources Officer Sheri Starkey

Associate Vice President for Enrollment Management Wes Waggoner

Assistant Vice President for Public Affairs Regina Moldovan

Director of Athletics Rick Hart

Faculty Senate President Paul Krueger

Faculty Senate President-Elect Dayna Oscherwitz

**Appendix F: Nominee Solicitation Letter**

*{Insert Date}*

Dear Colleague,

The Department/Division of XX at SMU requests your assistance in attracting a culturally and academically diverse faculty of the highest caliber. As the enclosed position description suggests, we are seeking applicants for a tenure-track faculty position in \_\_\_\_\_\_.

The Department/Division houses\_\_\_ full-time faculty, serves approximately \_\_\_ undergraduate majors, and offers advanced degrees in . We would like to locate candidates interested in making significant contributions to our undergraduate and graduate programs and in furthering their careers as teachers and scholars.

[SAY SOMETHING GOOD ABOUT YOUR DEPARTMENT/DIVISION AND DIVERSITY, FOR EXAMPLE] Our long-standing commitment to diversity is evident in the curriculum we offer and the scholarship we encourage. Furthermore, the department has produced nationally recognized scholars whose research focuses on diversity-related issues and supports a broad range of scholarly endeavors.

If you would like to learn more about SMU, the department, or the position, please visit {*insert URL}* or contact me via e-mail {*insert* *email address}* or telephone {*insert number}*. I welcome your participation in this process as an applicant or nominator and look forward to hearing from you.

Cordially,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, Ph.D.

Chair and Professor, Department/Division of \_\_\_\_\_\_\_\_\_\_\_

**Appendix** **G: General Advertising Venues**

**Online Advertising Venues & Instructions:**

***For direct links and cost information, visit:***

<http://www.smu.edu/BusinessFinance/HR/Resources/ManagerResources/RecruitmentHiringProcedures/StaffSearchProceduresandGuidelines/JobPosting/Advertising>

**HigherEdJobs.com Hispanic Outlook in Higher Ed Online**

<https://www.higheredjobs.com/Employers/> <https://www.hispanicoutlook.com/advertising/#/print-and-digital-ad-rates/>

USER ID: [recruitu@smu.edu](mailto:recruitu@smu.edu)

PASSWORD: facultyjobs **Women in Higher Education Online**

<http://wihe.com/main.jsp?category=advertise>

**The Chronicle of Higher Education Online**

<http://chronicle.com/section/advertising/86> **Inside Higher Ed Online**

This is considered an international publication. <http://www.insidehighered.com/rates>

**Diverse Issues in Higher Education Online Jobs.ac.uk**

<http://diversejobs.net/> <http://www.jobs.ac.uk/recruiters>

**Tribal College Journal Online The Journal of Blacks in Higher Education Online**

<http://www.tribalcollegejournal.org/jobs/jobs/><http://www.jbhe.com/jobs/>

**The Times Higher Education Supplement Online**

<https://www.timeshighereducation.com/unijobs/>

This is the most widely read international academic job listing site.

**Academic Careers Online**

<http://www.academiccareers.com/employers.htm>

For applicants specifically searching for academic and administrative positions. An up to three-month job posting is $195.00.

**Print Advertising Venues: Rate/Cost Information:**

**Diverse Issues in Higher Education** (703) 385-2981

<http://diversejobs.net/print-ad-rates>

**Hispanic Outlook in Higher Education** (800) 549-8280 (ext. 102 or 106)

<https://www.hispanicoutlook.com/advertising/#/print-and-digital-ad-rates/>

**Women in Higher Education** (608) 251-3232

<http://wihe.com/main.jsp?category=advertise>

**The Chronicle of Higher Education** (202) 466-1050

<https://careers.chronicle.com/careers/products#tab-print-offerings>

**Group Advertisements:** Hiring units can save money by joining with other departments to post several job announcements in a single ad. The Provost’s Office usually creates a compilation print ad for *The* *Chronicle of Higher Education* in fall. Please contact the Provost’s Office for more information and to include your position.

**Websites and Agencies to Assist in Seeking Disabled and Veteran Candidates**

**Disabled:**

Employer Assistance Resource Network (EARN) provides information on where can post jobs for persons with disabilities: <http://askearn.org/refdesk/Recruitment/Job_Posting>

Workforce Recruitment Program (WRP) is a program that connects employers with pre-screened recent graduates with disabilities: <http://askearn.org/refdesk/Recruitment/WRP>

Achieve provides assistance to employers in hiring individuals with disabilities:

Achieve

214-637-2911

<http://achievedfw.org/>

**Veterans:**

Veterans.jobs can be used for job postings: <http://veterans.jobs/dallas/texas/usa/jobs/>

Comprehensive career website for hiring veterans: <https://www.dol.gov/vets/>

Free job postings for employers: <http://www.veteransadvantage.com>

<http://www.hireveteransfirst.com>

<http://www.veteranjoblistings.com>

(Small suggested donation of $12.00)

U.S. Department of Veterans Affairs <https://www.vaforvets.va.gov/>

Wounded Warrior Project (WWP) helps employers connect with qualified candidates, providing information and education about combat-related injuries (such as post-traumatic stress disorder and traumatic brain injury), reasonable accommodations: <http://www.woundedwarriorproject.org/programs/warriors-to-work.aspx>.

Hire Heroes USA matches the skills and interests of returning veterans with employer needs:

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

National Resource Directory (NRD) is a website employers can view veteran’s resumes and post jobs: <http://www.woundedwarriorresourcecenter.com/>

**Appendix H: Doctorate-Granting Institutions**

**With Largest Number of U.S. Citizen and Permanent Resident Minority Doctorate Recipients (2011-2015)**

| **Institution** | **Number** | **Institution** | **Number** |
| --- | --- | --- | --- |
|  |  |  |  |
| ***Black*** |  | ***Hispanic*** |  |
| Walden University | 682 | University of California – Berkeley | 293 |
| Howard University | 354 | University of California – Los Angeles | 246 |
| University of Michigan | 149 | University of Puerto Rico – Rio Piedras | 240 |
| Jackson State University | 135 | University of Texas – Austin | 228 |
| Texas A&M University | 133 | University of Florida | 192 |
| University of Georgia | 130 | Texas A&M University – CSHSC | 187 |
| University of South Carolina | 124 | University of Arizona | 177 |
| Auburn University | 120 | CUNY – Graduate Center | 175 |
| Georgia State University | 120 | University of Michigan | 174 |
| University of Maryland | 119 | University of California – San Diego | 172 |
| Purdue University | 115 | University of California – Davis | 155 |
| University of Alabama – Birmingham | 114 | University of California – Irvine | 154 |
| Michigan State University | 113 | University of California – Santa Barbara | 148 |
| Univ. of Illinois, Urbana–Champaign | 113 | University of Texas – El Paso | 145 |
| University of Memphis | 111 | Florida International University | 137 |
| Morgan State University | 110 | University of Miami | 129 |
| University of Southern Mississippi | 110 | University of Southern California | 129 |
| Ohio State University | 109 | Univ. of Illinois, Urbana–Champaign | 128 |
| Teacher’s College Columbia University | 106 | University of California – Riverside | 127 |
| George Washington University | 104 | University of Washington – Seattle | 127 |
|  |  |  |  |
| ***Asian*** |  | ***American Indian or Alaskan Native*** |  |
| University of California – Berkeley | 536 | University of Arizona | 28 |
| University of California – Los Angeles | 463 | Oklahoma State University | 22 |
| Harvard University | 360 | University of Oklahoma | 22 |
| University of Michigan | 304 | University of Washington – Seattle | 18 |
| University of California – Irvine | 299 | University of North Dakota | 14 |
| University of California – Davis | 297 | University of Wisconsin – Madison | 14 |
| University of Washington – Seattle | 285 | University of Arkansas | 12 |
| University of California – San Diego | 262 | University of New Mexico | 12 |
| Johns Hopkins University | 240 | University of California – Berkeley | 11 |
| University of Southern California | 240 | Walden University | 11 |
| Univ. of Illinois, Urbana – Champaign | 238 | University of Michigan | 10 |
| Columbia University | 229 | Arizona State University | 9 |
| Stanford University | 229 | Texas A&M University – CSHSC | 8 |
| University of Pennsylvania | 226 | University of California – Davis | 8 |
| University of Texas – Austin | 221 | University of California – Santa Barbara | 8 |
| MIT | 208 | University of Minnesota | 8 |
| Georgia Institute of Technology | 195 | University of Missouri | 8 |
| University of Maryland – College Park | 185 | University of Montana | 8 |
| University of Wisconsin – Madison | 171 | New Mexico State University | 7 |
| Northwestern University | 164 | Indiana University | 6 |

|  |  |
| --- | --- |
| **Institution** | **Number** |
|  |  |
| ***More than One Race*** |  |
| University of California – Berkeley | 141 |
| University of California – Los Angeles | 113 |
| University of Michigan | 85 |
| Harvard University | 84 |
| University of Washington | 75 |
| University of California – San Diego | 73 |
| Stanford | 69 |
| University of California – Davis | 69 |
| University of Hawaii – Manoa | 68 |
| University of Wisconsin | 59 |
| Univ. of Illinois, Urbana – Champaign | 57 |
| University of Texas – Austin | 57 |
| MIT | 56 |
| University of Pennsylvania | 56 |
| Yale University | 56 |
| Columbia University | 52 |
| University of Maryland | 52 |
| Ohio State University | 51 |
| University of California – Santa Barbara | 51 |
| University of Arizona | 48 |

**Source**: 2015 Survey of Earned Doctorates

<http://www.nsf.gov/statistics/sed/> (see table 9 under Data)

Select institutions from this list that have strong programs in your discipline and (a) send them your advertisement and (b) follow up with a letter, e-mail and phone call to a colleague or the chair.

Diverse Issues in Higher Education has produced their own Top 100 Degree Producers rankings of the institutions that confer the most degrees to minority students. You can generate rankings according to the total number of degrees awarded to minority students across all disciplines as well as in specific disciplines. The link to this website is: <http://diverseeducation.com/top100/>

**Appendix H-2: Doctorate-granting Institutions**

**with Largest Number of U.S Citizen and Permanent Resident Female Doctorate Recipients (2015-16)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Institution Name** | **Number** | **Institution Name** | **Number** |
| Capella University | 855 | Stanford University | 191 |
| Walden University | 852 | University of Iowa | 186 |
| Nova Southeastern University | 463 | Texas A & M University | 185 |
| Northcentral University | 321 | Indiana University – Bloomington | 182 |
| University of Minnesota – Twin Cities | 298 | University of Missouri – Columbia | 180 |
| University of California – Los Angeles | 298 | Columbia University | 179 |
| Rutgers University – New Brunswick | 287 | Pennsylvania State University | 179 |
| University of Wisconsin–Madison | 278 | University of Maryland – College Park | 178 |
| University of Southern California | 277 | North Carolina State University | 174 |
| Alliant International University – San Diego | 277 | University of California – San Diego | 173 |
| The University of Texas at Austin | 271 | Michigan State University | 172 |
| University of Washington – Seattle Campus | 269 | New York University | 172 |
| Ohio State University – Main Campus | 263 | University of Pittsburgh | 163 |
| University of Michigan – Ann Arbor | 258 | Virginia Commonwealth University | 162 |
| University of North Carolina at Chapel Hill | 251 | Arizona State University – Tempe | 157 |
| Boston University | 248 | Northwestern University | 156 |
| Harvard University | 235 | Argosy University – Phoenix Online Div. | 147 |
| University of Arizona | 231 | George Mason University | 142 |
| University of Georgia | 220 | University of South Florida | 141 |
| Duke University | 219 | University of Virginia | 138 |
| CUNY Graduate School & University Center | 208 | University of Tennessee | 137 |
| Johns Hopkins University | 205 | Virginia Polytechnic Ins. & State Uni. | 135 |
| University of Florida | 203 | University of Kansas | 135 |
| University of California – Berkeley | 203 | Purdue University – Main Campus | 132 |
| University of Phoenix – Arizona | 203 | Cornell University | 132 |
| University of California – Davis | 198 | Saint Louis University | 132 |
| University of Pennsylvania | 197 | Medical University of South Carolina | 132 |
| University of Illinois at Urbana – Champaign | 192 |  | |

**Source**: <https://nces.ed.gov/ipeds/datacenter/login.aspx?gotoReportId=1>

Select institutions from this list that have strong programs in your discipline and (a) send them your advertisement and (b) follow up with a letter, email and phone call to a colleague or the chair.

**Appendix** **I: Undergraduate Programs Which Serve Diverse Populations**

***Historically Black Colleges and Universities***

|  |  |  |
| --- | --- | --- |
| [**Alabama A&M University**](http://www.aamu.edu/)  **Enrollment: 4853**  [**Alabama State University**](http://www.alasu.edu/)  **Enrollment: 5,564**  [**Albany State College**](https://www.asurams.edu/)  **Enrollment: 4,473**  [**Alcorn State University**](http://www.alcorn.edu/)  **Enrollment: 3,950**  [**Allen University**](http://www.allenuniversity.edu/)  **Enrollment: 827**  [**Arkansas Baptist College**](http://www.arkansasbaptist.edu/)  **Enrollment: 734**  [**Benedict College**](http://www.benedict.edu/)  **Enrollment: 2,983**  [**Bennett College for Women**](http://www.bennett.edu/) **Enrollment: 707**  [**Bethune–Cookman College**](http://www.bethune.cookman.edu/%20)  **Enrollment: 3,543**  [**Bishop State**](https://www.bishop.edu/)  **Enrollment: 3,598**  [**Bluefield State College**](https://www.bluefieldstate.edu/)  **Enrollment: 1,989**  [**Bowie State University**](https://www.bowiestate.edu/)  **Enrollment: 5,421**  [**Central State University**](http://www.centralstate.edu/index.php)  **Enrollment: 2,152**  [**Cheyney University of Pa**](http://www.cheyney.edu/%20)**.**  **Enrollment: 1,488**  [**Claflin University**](http://www.claflin.edu)  **Enrollment: 1,946**  [**Clark Atlanta University**](http://www.cau.edu/)  **Enrollment: 3,419**  **[Clinton Junior College](https://clintoncollege.edu/" \t "_blank)**  **Enrollment: 148**  [**Coahoma Community College**](http://www.coahomacc.edu/)  **Enrollment: 2565**  [**Concordia College – Selma**](http://www.ccal.edu/)  **Enrollment: 568**  [**Coppin State University**](https://www.coppin.edu/)  **Enrollment: 3,801**  [**Delaware State University**](https://www.desu.edu/)  **Enrollment: 4,324**  [**Denmark Technical College**](http://www.denmarktech.edu/)  **Enrollment: 1,105**  [**Dillard University**](http://www.dillard.edu/)  **Enrollment: 1,307**  [**Edward Waters College**](http://www.ewc.edu/%20)  **Enrollment: 831** | **[Elizabeth City State University](http://www.ecsu.edu/)**  **Enrollment: 2,878**  [**Fayetteville State University**](http://www.uncfsu.edu/%20)  **Enrollment: 6,060**  [**Fisk University**](http://www.fisk.edu/%20)  **Enrollment: 650**  [**Florida A&M University**](http://www.famu.edu)  **Enrollment: 12,057**  [**Florida Memorial University**](http://www.fmuniv.edu/)  **Enrollment: 1,923**  [**Fort Valley State University**](http://www.fvsu.edu/)  **Enrollment: 3,568**  [**Gadsden State Community College**](http://www.gadsdenstate.edu/)  **Enrollment: 6917**  **[Grambling State University](http://www.gram.edu/" \t "_blank)**  **Enrollment: 4,992**  [**Trenholm State Tech College**](http://www.trenholmstate.edu/) **Enrollment: 1,733**  **[Hampton University](http://www.hamptonu.edu/%20" \t "_blank)**  **Enrollment: 5,402**  [**Harris–Stowe State University**](http://go.hssu.edu/?CFID=4255915&CFTOKEN=56032884)  **Enrollment: 1,886**  [**Howard University**](https://www2.howard.edu/)  **Enrollment: 10,573**  [**Hutson–Tillotson College**](http://htu.edu/)  **Enrollment: 882**  **[Interdenominational](http://www.itc.edu/)**  **[Theological Center](http://www.itc.edu/)**  **Enrollment: 421**  [**J.F. Drake State Tech College**](http://www.drakestate.edu/)  **Enrollment: 1,258**  [**Jackson State University**](http://www.jsums.edu/%20)  **Enrollment: 8,783**  [**Jarvis Christian College**](http://www.jarvis.edu/)  **Enrollment: 628**  [**Johnson C. Smith University**](https://www.jcsu.edu/)  **Enrollment: 1,669**  [**Kentucky State University**](http://kysu.edu/)  **Enrollment: 2,524**  [**Lane College**](http://www.lanecollege.edu/)  **Enrollment: 2,146**  [**Langston University**](http://www.langston.edu/)  **Enrollment: 2,749**  [**Lawson State Community College**](http://www.lawsonstate.edu/)  **Enrollment: 4,353**  [**Le Moyne–Owen College**](http://www.loc.edu/) **Enrollment: 890** | **[Lincoln University](http://www.lincolnu.edu/%20" \t "_blank) (MO)**  **Enrollment: 3,314**  [**Lincoln University**](http://www.lincoln.edu/) **(PA)**  **Enrollment: 2,101**  [**Livingstone College**](http://www.livingstone.edu/)  **Enrollment: 1,082**  [**Meharry Medical College**](https://home.mmc.edu/)  **Enrollment: 786**  [**Miles College**](https://www.miles.edu/)  **Enrollment: 1,791**  [**Miss. Valley State College**](https://www.mvsu.edu/)  **Enrollment: 2,850**  [**Morehouse College**](http://www.morehouse.edu/)  **Enrollment: 2,377**  [**Morehouse School of Medicine**](http://www.msm.edu/) **Enrollment: 326**  [**Morgan State University**](http://www.morgan.edu/)  **Enrollment: 7,952**  [**Morris College**](http://www.morris.edu/)  **Enrollment: 966**  [**Norfolk State University**](https://www.nsu.edu/)  **Enrollment: 7,100**  [**NC A&T State University**](http://www.ncat.edu/)  **Enrollment: 10,636**  [**North Carolina Central University**](http://www.nccu.edu/)  **Enrollment: 8,604**  [**Oakwood University**](http://www.oakwood.edu/)  **Enrollment: 2,019**  [**Paine College**](http://www.paine.edu/)  **Enrollment: 907**  [**Paul Quinn College**](http://www.pqc.edu/)  **Enrollment: 171**  [**Philander Smith College**](https://www.philander.edu/)  **Enrollment: 666**  [**Prairie View A&M University**](http://www.pvamu.edu/)  **Enrollment: 5,849**  [**Rust College**](http://www.rustcollege.edu/)  **Enrollment: 1,072**  [**Saint Augustine’s College**](http://www.st-aug.edu/)  **Enrollment: 1,529**  [**Saint Paul’s College**](http://saintpaul.education/)  **Enrollment: 584**  [**Savannah State University**](http://www.savannahstate.edu/)  **Enrollment: 3,820**  [**Selma University**](http://selmauniversity.edu/)  **Enrollment: 35** |

|  |  |
| --- | --- |
| [**Shaw University**](http://www.shawu.edu/)  **Enrollment: 2,538**  [**Shelton State Comm. College**](http://www.sheltonstate.edu/)  **Enrollment: 5,808**  [**South Carolina State University**](http://www.scsu.edu/)  **Enrollment: 3,807**  [**Southern University (Baton Rouge)**](http://www.subr.edu/)  **Enrollment: 7,619**  [**Southern University (New Orleans)**](http://www.suno.edu/)  **Enrollment: 3,141**  [**Southern University (Shreveport)**](http://www.susla.edu/)  **Enrollment: 3,014**  [**Southwestern Christian College**](http://www.swcc.edu/)  **Enrollment: 201**  [**Spelman College**](http://www.spelman.edu/)  **Enrollment: 2,145**  [**St Philip’s College**](http://www.alamo.edu/spc/) **Enrollment: 11,008**  [**Stillman College**](http://www.stillman.edu/)  **Enrollment: 1041**  [**Talladega College**](http://talladega.brinkster.net/joomla25/index.php)  **Enrollment: 700**  [**Tennessee State University**](http://www.tnstate.edu/)  **Enrollment: 8,775**  [**Texas College**](http://www.texascollege.edu/)  **Enrollment: 964**  [**Texas Southern University**](http://www.tsu.edu/)  **Enrollment: 9,394**  [**Tougaloo College**](https://www.tougaloo.edu/)  **Enrollment: 972** | [**Tuskegee University**](https://www.tuskegee.edu/)  **Enrollment: 3,117**  [**Univ. of Arkansas – Pine Bluff**](http://www.uapb.edu/)  **Enrollment: 3,792**  [**Univ. of Maryland – Eastern Shore**](https://www.umes.edu/home/)  **Enrollment: 4,454**  [**University of the District of Columbia**](http://www.udc.edu/) **Enrollment: 4,960**  [**University of the Virgin Islands**](http://www.uvi.edu/)  **Enrollment: 2,602** [**Virginia State University**](http://www.vsu.edu/)  **Enrollment: 5,366**  [**Virginia Union University**](http://www.vuu.edu/)  **Enrollment: 1,691**  [**Virginia University of Lynchburg**](http://www.vul.edu/)  **Enrollment: 327**  [**Voorhees College**](https://www.voorhees.edu/)  **Enrollment: 701**  [**West Virginia State University**](http://www.wvstateu.edu/)  **Enrollment: 4,003**  [**Wilberforce University**](http://www.wilberforce.edu/%20)  **Enrollment: 710**  [**Wiley College**](http://www.wileyc.edu/)  **Enrollment: 1,237**  [**Winston–Salem State University**](http://www.wssu.edu/%20)  **Enrollment: 5,689**  [**Xavier University of Louisiana**](http://www.xula.edu/)  **Enrollment: 3,178** |

**Source:** <http://www.edonline.com/cq/hbcu/>

**AppendixI-2: Undergraduate Programs Which Serve Diverse Populations**

***Sample of Hispanic Colleges and Universities***

|  |  |
| --- | --- |
| Antioch University | Cal Poly – San Luis Obispo |
| Broward College | College of Aeronautics |
| California State University – Fresno | Colorado State University – Pueblo |
| Columbia College – Chicago | Columbia University |
| Dartmouth College | Central Arizona University |
| Harvard University | Massachusetts Institute of Technology |
| New Mexico State University | Our Lady of the Lake University |
| Texas State University | Robert Morris College |
| St. Thomas University (Florida) | Sanford University |
| Stephen F. Austin State University | Sul Ross State University |
| Texas A&M University – Kingsville | National Hispanic University |
| University of Texas at Austin | University of Texas at Arlington |
| Tufts University | University of California – Berkeley |
| University of California at Los Angeles | University of California – Santa Barbara |
| University of Florida | University of Texas – El Paso |
| University of Houston | University of Notre Dame |
| University of San Diego | Virginia State University |
| Woodbury University | University of North Texas – Dallas |
| Florida International University | Nova Southeastern University |
| Arizona Western College | Northern Arizona University |
| Bakersfield College | Cal State University – Long Beach |
| Saint Mary’s College of California | San Diego State University |
| Texas A&M University – Corpus Christi | St. Edward’s University |
| Midland College | Texas State University |

**Source**: <http://www.hacu.net>

(Full list available at this website)

**AppendixI-3: Undergraduate Programs Which Serve Diverse Populations**

***Native American Tribal Colleges and Universities***

|  |  |
| --- | --- |
| Aaniih Nakoda College | Bay Mills Community College |
| Blackfeet Community College | Cankdeska Community College |
| Chief Dull Knife College | College of Menominee Nation |
| College of Muscogee Nation | Comanche Nation College |
| Diné College | Fond du Lac Tribal & Community College |
| Fort Peck Community College | Haskell Indian Nations University |
| Ilisaġvik College | Institute of American Indian Arts |
| Keweenaw Bay Ojibwa Community College | Lac Courte Oreilles Ojibwa Community College |
| Leech Lake Tribal College | Little Big Horn College |
| Little Priest Tribal College | Navajo Technical College |
| Nebraska Indian Community College | Northwest Indian College |
| Nueta Hidatsa Sahnish College | Oglala Lakota College |
| Red Lake Nation College | Saginaw Chippewa Tribal College |
| Salish Kootenai College | Sinte Gleska University |
| Sisseton Wahpeton Community College | Sitting Bull College |
| Southwestern Indian Polytechnic Institute | Stone Child College |
| Tohono O'odham Community College | Turtle Mountain Community College |
| United Tribes Technical College | White Earth Tribal & Community College |
| Wind River Tribal College |  |

**Source:** <http://www.aihec.org/who-we-serve/TCUroster-profiles.htm>

**Appendix I-4: Undergraduate Programs Which Serve Diverse Populations**

***Women's Colleges and Universities***

|  |  |
| --- | --- |
| Agnes Scott College | Alverno College |
| Barnard College | Bay Path College |
| Bennett College | Brenau University |
| Brescia University College | Bryn Mawr College |
| Carlow College | Cedar Crest College |
| Chatham College | College of New Rochelle |
| College of Saint Benedict | College of Saint Elizabeth |
| College of St. Mary | Columbia College |
| Converse College | Cottey College |
| Douglass Residential College of Rutgers | Hollins University |
| Judson College | Mary Baldwin College |
| Meredith College | Midway College |
| Mills College | Moore College of Art and Design |
| Mount Holyoke College | Mount Mary College |
| Mount St. Mary's College | Notre Dame of Maryland University |
| Pine Manor College | Russell Sage College |
| St. Catherine University | Saint Joseph College |
| Saint-Mary-of-the-Woods College | Saint Mary's College |
| Salem College | Scripps College |
| Simmons College | Smith College |
| Spelman College | Stephens College |
| Sweet Briar College | Trinity Washington University |
| Wellesley College | Wesleyan College |
| Wilson College | Women’s College – University of Denver |

**Source:** <http://www.univsource.com/womens>

**Appendix** **J: Greek Letter Organizations**

***Samples of Greek Letter Cultural Organizations***

|  |  |
| --- | --- |
| **Asian Greek Letter Organizations** [Chi Alpha Delta Sorority](https://www.chialphadelta.org/) [Lambda Phi Epsilon Fraternity](http://lambdaphiepsilon.com/) [Omega Phi Gamma Fraternity](http://www.omegaphigamma.com/) [Sigma Phi Omega Sorority](http://www.sigmaphiomega.com/) | **LGBT Organizations** [Delta Lambda Phi](http://dlp.org/) [Kappa Psi Kappa](https://www.kappapsikappa.org/home)  [Gamma Rho Lambda](http://gammarholambda.org/)  [Lambda 10 Project](https://www.campuspride.org/lambda10/) |
| **NPHC** (Black)[Alpha Kappa Alpha Sorority](http://www.aka1908.com/) [Alpha Phi Alpha Fraternity](http://www.apa1906.net/) [Delta Sigma Theta Sorority](http://www.deltasigmatheta.org/) [Kappa Alpha Psi Fraternity](http://www.kappaalphapsi1911.com/) [Sigma Gamma Rho Sorority](http://www.sgrho1922.org/home) [Omega Psi Phi Fraternity](http://www.oppf.org/) [Phi Beta Sigma Fraternity](http://www.phibetasigma1914.org/) [Iota Phi Theta Fraternity](https://www.iotaphitheta.org/) [Zeta Phi Beta Sorority](http://zphib1920.org/) | **Multicultural** [Mu Sigma Upsilon Sorority](http://www.msu1981.org/) [Lambda Sigma Gamma Sorority](http://www.lambdasigmagamma.org/) [Sigma Theta Psi Sorority](http://www.sigmathetapsi.com/) [Omega Delta Phi Fraternity](https://omegadeltaphi.com/) [Zeta Phi Rho Fraternity](http://www.zetaphirho.com/) |
| **Latina Sororities**  [Alpha Rho Lambda](http://www.alpharholambda.org/) [Gamma Alpha Omega](http://www.gammaalphaomega.com/) [Gamma Eta](http://www.gammaetasorority.org/) [Gamma Phi Omega](http://www.gammaphiomega.org/)  [Delta Tau Lambda](http://www.deltataulambda.org/) [Kappa Delta Chi](http://www.kappadeltachi.org/) [Lambda Theta Alpha](http://www.lambdalady.org) [Lambda Theta Nu](http://www.lambdathetanu.org) [Lambda Pi Chi](http://www.lambdapichi.org) [Hermandad de Sigma Iota Alpha](http://www.hermandad-sia.org/%20) [Sigma Lambda Gamma](http://www.sigmalambdagamma.com/) | **Latino Fraternities**  [Gamma Phi Sigma](http://www.gammaphisigma.org) [Gamma Zeta Alpha](http://www.gammas.org) [Lambda Alpha Upsilon](http://www.lambdas.com/%20) [Lambda Theta Phi](http://www.lambda1975.org) [Lambda Sigma Upsilon](http://www.lsu79.org) [Lambda Upsilon Lambda](http://www.launidadlatina.org) [Nu Alpha Kappa](http://www.naknet.org/) [Sigma Lambda Beta](http://www.sigmalambdabeta.com) [Phi Zeta Chi](http://www.phizetachi.com) [Phi Iota Alpha](http://www.phiota.org) |

**Source**: <http://en.wikipedia.org/wiki/Cultural_interest_fraternities_and_sororities>

**Appendix K: Additional Recruitment Resources**

New Paradigms for Diversifying Faculty and Staff in Higher Education: Uncovering Cultural Biases in the Search and Hiring Process (Diversity Works Inc., Champaign, Ill.)

Procedures and Guidelines for Conducting Faculty and Staff Searches at UMCP, University of Maryland, <http://agnr.umd.edu/sites/agnr.umd.edu/files/admin-services/Guidelines.pdf>

Guidelines for Recruiting a Diverse Workforce, Pennsylvania State University, <http://www.psu.edu/dept/aaoffice/pdf/guidelines.pdf>

Best Practices for Senior Mentors (from *Faculty Diversity, Problems and Solutions* by Jo Ann Moody, Routlege Falmer, New York, pp. 129-135).

Pointers and Strategies for Pre-Tenure Faculty Mentees (from *Faculty Diversity, Problems and Solutions* by Jo Ann Moody, Routlege Falmer, New York, pp. 135-157)

Turner, C.S.V. (2002). Diversifying the Faculty: A Guidebook for Search Committees. Association of American Colleges & Universities. Washington D.C.

Interviewing Strategies that Search Committees and Chairs Need to Know, Tomorrow’s Professor,

<http://cgi.stanford.edu/~dept-ctl/cgi-bin/tomprof/posting.php?ID=1052>

Diverse Dallas: Information on Asian, African-American, Hispanic and LGBT Communities

(<https://www.visitdallas.com/about/diverse-dallas/index.html>)

LGBT Resources in Dallas

(<http://www.smu.edu/IAE/FacultySearchandRecruitmentResources>)

Latino Dallas

(<https://www.visitdallas.com/about/diverse-dallas/-latino.html>)

Highlights of SMU Benefits Program for Full-time Faculty

(<http://www.smu.edu/IAE/FacultySearchandRecruitmentResources>)

Note: Links to the above recruitment resources are available at: <http://www.smu.edu/IAE/FacultySearchandRecruitmentResources>.

**Appendix** **L: Applicant Acknowledgement Letter**

{Insert Date}

Dear ,

Thank you for your application for the position of X in the Department/Division of Y at SMU. Your file is complete and we will begin reviewing applications on {Insert Date}.

OR

Your file will remain incomplete until we receive ZZZ.

We have received your materials and forwarded them to the search committee, which will evaluate the resumes of all candidates during {Insert Date}, when we may also attempt to interview selected “long-list” candidates at national meetings. The committee hopes to interview selected candidates during {Insert Date} and conclude the search by {Insert Date}.

If the committee needs additional information about your candidacy, I shall contact you. The committee will notify all applicants of its employment decision after the position is filled.

We ask that you please take a moment to complete our online Applicant Data Request Form accessible at [http://www.smu.edu/IAE/BrochuresandForms/FacultyApplicantDataRequest](http://www.smu.edu/IAE/BrochuresandForms/FacultyApplicantDataRequest%20)  to help us comply with Federal regulations and monitor the effectiveness of our searches. The committee will not see this information. It goes directly to our Office of Institutional Access and Equity. Please reference Position Number .

Once again, many thanks for your interest in Southern Methodist University. I will be happy to answer questions or provide you with further information. If you have questions, please contact me at \_\_\_\_. Good luck.

Cordially,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, Ph.D.

Chair, Search Committee

\*Note: The IAE paragraph to solicit applicant data must be included in any modification. It is suggested that this letter be sent electronically to the applicants. Please do not send via Webmail – there have been some issues in the past with Webmail as it requires a log-in of an SMU ID and password from the applicant.

**Appendix** **M: Faculty Interview Considerations**

|  | **ALLOWED** | **PROHIBITED** |
| --- | --- | --- |
| Name | Name | Inquiry into any title which indicates race, color, religion, gender, national origin, disability, age, veteran status, ancestry, or sexual orientation. |
| Address | Inquiry into place and length at current address. | Inquiry into any foreign addresses which indicate national origin, unless it represents current address. |
| Age | Faculty/Staff – None | 1. Requiring birth certificate or baptismal record before hiring. 2. Any inquiry which may review the date of high school graduation. 3. Any other inquiry which may reveal whether applicant is at least 40 years of age. |
| Birthplace, National Origin, or Ancestry | None | 1. Any inquiry into place of birth. 2. Any inquiry into place of birth of parents, grandparents or spouse. 3. Any other inquiry into national origin or ancestry. |
| Race or Color | None | Any inquiry which would indicate race or color. |
| Gender/Sexual Orientation | None | 1. Any inquiry which would indicate gender or sexual orientation. 2. Any inquiry made of members of one gender, but not the other. |
| Height and Weight | Inquires as to ability to perform actual job requirements. | Being a certain height or weight will not be considered to be a job requirement unless the employer can show that no employee with the ineligible height or weight could do the work. |
| Religion – Creed | None | 1. Any inquiry which would indicate or identify religious denomination or custom. 2. Applicant may not be told any religious identity or preference of the employer. 3. Request pastor’s recommendation or reference. |
| Disability | Identify essential job requirements and working conditions, and inquire whether candidate can perform them. | 1. Any inquiry into past or current medical conditions. 2. Any inquiry into Worker’s Compensation or similar claims. 3. Any inquiry into need for accommodations unless requested by candidate. |
| Citizenship | Are you legally eligible for employment within the United States? May be asked only if asked of all applicants. | * 1. Inquiry into citizenship.   2. Inquiry into visa status.   3. Whether parents or spouse are native-born or naturalized.   4. Inquiry about citizenship. |
| Photographs | May be required after hiring for identification. | Require photograph before hiring. |
| Personal | None | Inquiry or discussion about marital status, number and age of children, pregnancy, child care arrangements or maternity plans. |
| Arrest and Convictions | Inquiries into convictions of specific felonies related to qualifications for the job applied for. | Any inquiry which would reveal arrests without convictions or convictions unrelated to job duties. Background checks upon offer of employment are permitted. |
| Education | 1. Inquiry into nature and extent of academic, professional or vocational training. 2. Inquiry into language skills, such as reading and writing of foreign languages, if job related. | * 1. Any inquiry which would reveal the nationality or religious affiliation of a school.   2. Inquiry as to what native language is or how foreign language ability was acquired, unless job related. |
| Relatives | Inquiry into name, relationship and address of person to be notified in case of emergency. | Any inquiry about a relative which would be unlawful if made about the applicant. |
| Organizations | Inquiry into membership in professional organizations and offices held, excluding any organization, the name or character of which indicates the race, color, religion, gender, national origin, disability, age or ancestry of its member. | Inquiry into every club organization where membership is held. If membership is volunteered and relevant to the job, further inquiry is allowed. |
| Military Service | 1. Inquiry into service in U.S. Armed Forces when such service is a qualification for the job. 2. Require military discharge certificate after being hired. | 1. Inquiry into military service in armed service of any country but U.S. 2. Request military service records. 3. Inquiry into type of discharge. |
| Work Schedule | Inquiry into willingness or ability to fulfill required work schedule. | Any inquiry into willingness or ability to work any particular religious holidays. |
| Miscellaneous | Any questions required to reveal qualifications for the job applied for. | Any non-job related inquiry which may elicit or attempts to elicit any information concerning race, color, religion, gender, national origin, disability, age or ancestry of an applicant for employment or membership. |
| References | General personal and work references. | Request references specifically from clergy or other persons who might reflect race, color, religion, gender, national origin, disability, age or ancestry of applicant. |

**Appendix N: On-Campus Interview Request Form (2017-18)**

Use as cover sheet for permission to hold on-campus public interviews for an approved faculty position.

Position Title Position No.

Department/Division Start Date

Proposed Title/Rank: [ ] Professor [ ] Associate [ ] Assistant [ ] Sr. Lecturer [ ] Lecturer [ ] Other

[ ] Professor of Practice If other, please specify

Active Status: [ ] Full Time [ ] Part Time Length of Term

Total Number of Applicants: \_\_\_\_\_\_\_\_\_\_ Male\_\_\_\_\_\_ Female \_\_\_\_\_\_\_ Unknown\_\_\_\_\_\_\_

Current faculty composition of department/unit (all full-time faculty including non-tenure track positions):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Race/Ethnicity | White | Black | Hispanic | Asian | American Indian | Hawaiian or Other Pacific Islander | 2 or More Races | Unknown |
| Male |  |  |  |  |  |  |  |  |
| Female |  |  |  |  |  |  |  |  |

**----------------- TO BE COMPLETED BY IAE ---------------------**

***Short List/Prospect Composition***

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Race/Ethnicity | White | Black | Hispanic | Asian | American Indian | Hawaiian or Other Pacific Islander | 2 or More Races | Unknown |
| Male |  |  |  |  |  |  |  |  |
| Female |  |  |  |  |  |  |  |  |

***Proposed On-Campus Interview Pool***

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Race/Ethnicity | White | Black | Hispanic | Asian | American Indian | Hawaiian or Other Pacific Islander | 2 or More Races | Unknown |
| Male |  |  |  |  |  |  |  |  |
| Female |  |  |  |  |  |  |  |  |

**ATTACH:**

1. Summary of Search: Comments on Recruitment plan. If the proposed final pool does not reflect significant quality or diversity, the committee and the Department/Divisional Chair should justify why the search should continue.

2. Files (application letter, vitae, and letters of recommendation) of proposed finalists and candidates from the “short list/prospects.” The short list/prospects will include the proposed on-campus interview pool.

3. Provide names of all candidates on the short list/prospects. If known, include race and sex.

4. Provide a rationale for selecting each candidate included in the proposed final on-campus interview pool.

Primary Contact Person Phone

Chair of Search Committee Phone

**AUTHORIZATION (in the following order):**

*This candidate pool satisfies University Policy 6.7.*

IAE Review and Acceptance per UPM 6.7 Date

Dean Approval Date

Provost Approval Date

**Appendix O: Faculty Applicant Screening Matrix**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Section 1:** | **Please check one: □ Committee □ Individual Assessment** | | | | |
| Instructions: | Please construct and complete a matrix for ALL candidates who applied for the position while the position was considered open. | | | | |
| Position  Description/  Requirements | Screen on minimum qualifications. See attached. | | | | |
| Department/Division: |  | | | Date Posted: |  |
| Position Number: |  | | | Rank: |  |
|  | **Vita/Supporting Documents Assessment** | | | | |
| **Section 2:** | **(attach additional sheets if necessary)** | | | | |
| **Name** | **Education** | **Evidence of Research / Scholarship** | **Evidence of Service** | **Teaching Experience** | **Comments / Other Relevant Factors** |
|  |  |  |  |  |  |
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Search Committee Member Date

**Appendix** **P: Applicant Interview Evaluation Form**

An easy way to get feedback from faculty and students is to add the candidate information to these and print them in different colors for different candidates.

**SOUTHERN METHODIST UNIVERSITY**

# APPLICANT INTERVIEW EVALUATION FORM

Applicant’s Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date

Position\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ School \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Department/Division\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Interviewer: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Check: [ ] Faculty [ ] Staff [ ] Student [ ] Community Member

**QUALIFICATIONS**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **POSITION REQUIREMENTS** | **STRONG** | **ACCEPTABLE** | **WEAK** | **NOT**  **OBSERVED** | **COMMENTS** |
| **TEACHING** |  |  |  |  |  |
| **CREATIVE, ACTIVITIES or SCHOLARSHIP** |  |  |  |  |  |
| **COMMUNICATION SKILLS** |  |  |  |  |  |
| **INTERPERSONAL SKILLS** |  |  |  |  |  |
|  |  |  |  |  |  |

**INTERVIEW SUMMARY:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­­­­\_\_\_\_\_\_\_\_\_\_

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OVERALL RATING

FOR THIS POSITION

|  |  |  |
| --- | --- | --- |
| **1**  **STRONG** | **2**  **ACCEPTABLE** | **3**  **WEAK** |

**INSTRUCTIONS**

1. Complete the Applicant Interview Evaluation Form and sign it.
2. DO NOT comment on applicant’s age, race, sex, disability, national origin, religion, sexual orientation, and marital or family status.
3. Please submit all evaluation forms and resumes to the Search Committee Chair.

**Appendix** **Q: Faculty Permission to Hire Form (2017-18)**

Date Position No. Budget Acct No.

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ SMU School \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ SMU Department\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Race/Ethnicity Gender Anticipated Start Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Status: [ ] New Position [ ] Open Position

(Check all that apply) [ ] Full Time [ ] Part Time Length of Term \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: [ ] Professor [ ] Associate [ ] Assistant [ ] Sr. Lecturer [ ] Lecturer [ ] Professor of Practice

If other, please specify\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

International Candidate: [ ] Yes [ ] No Immigration/visa expenses? [ ] Yes [ ] No

If another person received and rejected an offer, please list the name, race, and gender of the candidate, if known. This information is important for record-keeping purposes.

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Race: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Gender: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Variance to 6.7:** If a request for variance is made, please attach written justification. Please refer to Appendix T.

**ATTACH:**

1. Draft of Contract

2. Copy of all advertisements/position announcements from all recruitment sources.

**AUTHORIZATION (in the following order):**

Dean Approval: Date

Provost Approval: Date

IAE Review: Date

**Appendix** **R: Employment Decision Letter**

{Current Date}

Dear Colleague,

On behalf of the Search Committee, I would like to convey our gratitude for your application for the position of XXX in the Department/Division of Y at Southern Methodist University. Thank you for your interest in SMU’s XX program. Our search for this year has concluded and I am sorry I cannot offer you a position at this time.

We had a tremendous international applicant pool with many qualified applicants possessing highly impressive credentials. You were in very good company and we greatly appreciate the time and effort that went into preparing your materials.

[OPT. PROCESS SUMMARY SAYS WHAT YOU DID – IT MUST BE TRUE:] We read all of the files and narrowed the field to 20+ candidates in November. We then asked this short list, to send us tapes and a teaching statement. After watching videos for a day and reading statements and arguing for another, we talked to a few candidates on the phone and then selected three to visit the campus. It was very difficult to select among so many worthy candidates.

[ANNOUNCE CANDIDATE optional] We are pleased to announce that YY will be joining us in the fall. He/she is…

Again, I thank you for your time. You have my sincere and best wishes for your continued success.

Best wishes,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, Ph.D.

Chair and Professor, Department/Division of \_\_\_\_\_\_\_\_\_\_\_

**Appendix** **S: Search Guidelines Summary**

This summary of the SMU Faculty Search and Recruitment Guidelines has proven helpful to many universities for conducting effective searches that attract the best candidates from the most diverse pool possible.

**1. The Search**

Committees need to do the most work here.

**Stronger Pools = Better Candidates + Greater Diversity**

* CREATE DIVERSE COMMITTEES USING THE STRONGEST FACULTY

The strongest faculty will be those most willing to hire the best candidates.

* TRAIN YOUR COMMITTEE

All committee members should attend a workshop session offered by the IAE Office. Please contact IAE to schedule the workshop. The Dean should meet with all committees, and the charge should include a reiteration of SMU’s desire to create a truly diverse community.

* THE ADVERTISEMENT: Dare to be different! Create a more inviting, exciting and inclusive advertisement.
* PLACE THE ADVERTISEMENT WIDELY. The Minority and Women’s Doctoral Directory Departmental Roster for your subfield is available in the IAE Office.
* CREATE A CONTRACT WITH THE SEARCH COMMITTEE. The committee should identify the top 20 programs in the area of hiring, and each committee member should be assigned a group of institutions to contact regarding possible candidates.
* RECRUIT, RECRUIT, RECRUIT! Network, create year-round relationships (this is also good for faculty in general). This is a great way to learn about other programs. The best programs do not wait for candidates to come to them.
* TARGET the best programs. Your objective includes programs at HBCUs or at places where senior minority faculty are likely to attract minority graduate students.
* ENCOURAGE women to apply.
* ASK open-ended questions. (“Do you have any questions about SMU, research, life-style, campus culture, and climate?”)
* REMEMBER THE GREAT things about SMU: beautiful campus, great and diverse city, friendly colleagues, good students.
* TELL THE TRUTH: Diversity IS a University and Department/Division priority.
* SELL, SELL, SELL: Your aim is to get folks to apply - that is it for now.
* USE THE DEAN: Do not hesitate to ask the Dean to encourage candidates to apply.

**2. Selecting the Candidates**

* SELECT CANDIDATES WHO ARE BETTER THAN YOU! Avoid selecting candidates because they are “comfortable” and will not challenge the department and university.
* DO NOT ELIMINATE any candidates because of committee biases. Beware of phrases such as, “He won’t be happy here after being in the Ivy League” or “Her spouse will not be able to work here.”
  + BE COGNIZANT of IAE guidelines for hiring of underrepresented candidates and women. Consider the positive factors that a more diverse faculty will bring to the education of your students.

**3. Screening and Interviews**

* + DEVELOP A TEMPLATE for evaluating materials so you treat everyone fairly.
  + DEVELOP STANDARD QUESTIONS AND A ROUTINE for each interview.
    - ASK OPEN-ENDED QUESTIONS AND LISTEN TO THE ANSWERS! FOLLOW UP: Information about Department/Division? Hillel? Latin American Studies? Area and regional recreation opportunities? Arts venues?

**4. Campus Visits**

* Prepare a Welcome Packet (include cultural information, minority organizations and business information, etc. as applicable).
  + Include a tour!!
    - Include faculty from a related field, the same religious or ethnic group in the lunch.
      * ALL faculty should review good hiring practices before visit. DISCUSS diversity.
        + Remember everything you say or do must conform to SMU good hiring practices.

If a candidate volunteers information about a spouse/partner, offer information about regional employment.

**5. Hiring**

Follow-up with phone calls, send requested materials (you can now offer all sorts of things).

Use the Chair, Dean and even Provost to make phone calls to snag the best folks.

**6. Welcome them when they arrive!**

Immediately start a mentoring program.

Create a Retention Strategy!

mAKE THEM AN INTEGRAL PART OF THE DEPARTMENT.

**Appendix T: Variances from Standard Faculty Search Procedures**

A unit will normally use the procedures described Policy 6.7 or the Model Faculty Search and Recruitment Guidelines to recruit faculty. Yet, situations may arise in which a full search, or indeed any search at all, is not appropriate. Examples are:

1. The requirements for certain positions are sufficiently specialized that they can be filled by only a limited number of scholars, all of whom are known to the professional community;

2. An opportunity arises to recruit a scholar of great eminence;

3. A department or school wishes to enrich its curricular offerings by temporarily appointing distinguished visitors from other institutions for a semester or year;

4. A department or school may have the opportunity to recruit a qualified member of an underrepresented minority group;

5. It may occasionally be necessary to offer an appointment to the spouse of a prospective faculty member;

6. The recruitment of a professor may require appointing others because they form an established research team;

7. The receipt of a grant may be contingent upon assembling an appropriate research team in advance of its award; and

8. The outstanding achievements of some members of the research supporting staff may merit an internal promotion or reclassification to faculty status.

In addition, unforeseen circumstances that prevent a unit from conducting a full search may warrant a temporary appointment that normally does not exceed one year: Examples are:

A. Unexpected leaves, late resignations, other terminations and deaths of faculty members may produce vacancies that must be filled on short notice;

B. Unpredicted increases in enrollment may force a school or department to appoint additional full-time faculty at the start of a semester; and

C. Delays in the award of grants and contracts may require that work begin shortly after the receipt of funding.

Variances from standard procedures may be acceptable in these and similar situations and must be requested in writing through the Office of the Provost. However, the circumstances that occasioned them and the procedures actually followed must be reported as a part of the approval process. The Executive Director for Institutional Access and Equity retains the right to recommend against an exception to the standard search requirement when the exception does not appear to be justified. In doubtful situations, a dean, chair, or other responsible officer should consult with the Provost and the Executive Director for Access and Equity before selecting the candidate and submitting the variance forms requesting permission to make the appointment without conducting a regular search. Regardless of the reason for search exceptions, the faculty of the home unit must discuss and record a formal vote on each case.

**Appendix U: Record Retention Guidelines**

EEOC guidelines and many state and federal regulations require SMU to maintain all documents pertaining to searches for a minimum of three years. Please contact the Office of Institutional Access

and Equity at (214) 768-3601 before destroying search records.

**Appendix V: Contact Information**

**For More Information, Contact:**

**Office of Institutional Access and Equity**

Samantha Thomas, Executive Director and Executive Assistant to the President/Title IX Coordinator

Eve Shatteen-Bell, Director and Deputy Title IX Coordinator, and ADA/504 Coordinator

Denise Gauthier, Assistant Director and Deputy Title IX Coordinator

Annaliza Christie, Coordinator

Perkins Administration Building, Room 204

SMU – PO Box 750200

Phone: (214) 768-3601

Fax: (214) 768-2101

Email: [accessequity@smu.edu](mailto:accessequity@smu.edu)

Website: [www.smu.edu/IAE](http://www.smu.edu/IAE)

**Department of Human Resources (For Ad Rate/Cost Information)**

Valerie Parker

Human Resources Business Partner

East Campus, Expressway Tower, 2nd Floor

6116 Central Expressway, Dallas, TX 75206-5162

SMU – PO Box 750232

Phone: (214) 768-2692

Fax: (214) 768-2299

Email: [vparker@smu.edu](mailto:vparker@smu.edu)

Website: [www.smu.edu/hr](http://www.smu.edu/hr)