



Model for Faculty Search and Recruitment

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Overview of the Search Process

The SMU Model for Faculty Search and Recruitment contains procedures and resources designed to facilitate seeking out and attracting the very best faculty, consistent with our high standards of excellence. Search committee members are encouraged to become familiar with the SMU Policy 2.4 Faculty Recruitment and Appointment and to complete the Searching Intelligently training. Units might have additional guidelines that faculty should consult internally; such guidelines can augment, but not replace, the university requirements. This frequently asked questions (FAQ) site has been developed to distinguish between university-level requirements and individual school/college procedures. All searches must use Interfolio. Faculty participation in improving and strengthening our recruitment and outreach activities will help the University achieve its goal of faculty excellence. Searches proceed in three distinct phases, with each step guided by the following three forms:

1. **FACULTY RECRUITMENT REQUEST FORM.** Use this link to initiate the formal review and signature process for Form 1. An example of the form (Appendix A) outlines the required components. Committees are strongly encouraged to use the sample template provided to create their Recruitment Plans (Appendix B). Six components are required in the ad: position number, minimum qualifications (education and experience), start date of the position, background check statement, priority consideration date, and the approved SMU nondiscrimination statement (found in the template). At least one ad, either in print or online, must appear in a national professional journal for at least 30 calendar days. An electronic copy of the final ad (in Microsoft Word format) must be sent to equalopportunity@smu.edu, so that the Office of Equal Opportunity can post the ad with the Texas Workforce Commission to comply with Federal regulations. All approvals are required on the Faculty Recruitment Request Form before an ad is placed.
2. **FINALIST INTERVIEWS REQUEST FORM.** Use this link to initiate the formal review and signature process for Form 2. An example of the form (Appendix A) outlines the necessary components. This form should be filled out after the search committee has narrowed their applicant pool to top finalists. Finalist interviews can be conducted on campus or virtually. They can only be scheduled after receiving all signature approvals. At this stage, documentation of all ads, including evidence of the start/end dates of the ad placement, must have been uploaded into the Box folder associated with the search.
3. **FACULTY PERMISSION TO HIRE FORM.** Use this link to initiate the formal review and signature process for Form 3. An example of the form (Appendix A) outlines the necessary information. Both verbal and written offers can be made only after receiving this form (via email) with formal approval. Note - This form cannot be signed until all search committee members have provided a written evaluation of each finalist. These written evaluations should be loaded into the Box folder associated with the search by the individual within the unit responsible for recordkeeping (typically either an associate dean or an administrative professional). Committees may use their own internally developed Applicant Evaluation Form, or they can use/modify the example provided (Appendix E).

Two Variances to the Regular Search Process

1. Outreach hires. In exceptional cases, faculty can be hired as “outreach hires.” In these cases, a formal search is not needed. All such cases must first be formally requested and approved in writing by using FORM 4: VARIANCE TO THE HIRING PROCESS (Appendix A). Use this link to initiate the formal review and signature process for Form 4. This form requires evidence of faculty input and voting, a description of other alternatives reviewed and rejected, and a communications plan.

2. Visiting appointments. At times, a full-time faculty member is needed mid-year or to fill an immediate teaching need. In these cases, no national search is required. However, strict parameters must be followed, such that contract length cannot extend beyond one year, with a maximum of a one-year renewal with prior Provost written approval using FORM 5: VISITING FACULTY REQUEST FORM (Appendix A). Use this link to initiate the formal review and signature process for Form 5.

Important Reminders

- Pursuant to Policy 2.4 Faculty Recruitment and Appointment, all offers with tenure (associate or full professor) must be made through the Provost Office on Provost letterhead. Typically, this letter is then provided back to the dean, who sends the formal offer to the candidate. All other offer letters must be made by the dean and not delegated further.
- Interfolio will automatically acknowledge receipt of applications. However, a committee can choose to send a more personalized email to candidates.
- Committees can decide when to call references. If candidates ask for applications to be kept confidential, be sure to let candidates know when you would need to call references prior to doing so.
- A standard approach to evaluating applications is recommended. Individual ranking of each candidate in rank order (1, 2, 3) is discouraged. Rather, listing strengths and weaknesses of each candidate is preferable. It is very important for committees to discuss desired qualifications in detail before reviewing files.
- Avoid projecting intention or attitudes on candidates (e.g., “He won’t be happy here after being in the Ivy League” or “Her spouse will not be able to work here.”)
- Develop a robust longlist (8-12 candidates) and shortlist of 3-4 finalists. If the pool is limited, consider a second push for applications. Screening interviews to establish a list of finalists can be via video conference and should try to include all members of the search committee. The committee cannot divide up this list and reconvene.
- The dean plays a key role in the review. When the committee has selected 3-4 finalists for on-campus or other final interviews, the Dean should review the files and CVs of the selected candidates and may choose to meet with the committee, committee chair and department or division head to discuss the recommendations. Search committees should consult often with the Dean or

Dean's Designee, especially if the committee has concerns about the quality or size of the pool. This is especially important as the pool narrows. Deans do not need to invite all candidates on the short list for an interview, but they cannot move candidates from the long list to the short list without the committee consent.

- When inviting finalists to campus or to an extended interview, first complete Form 2 Finalist Interviews Request Form. At this point, the Dean and Provost will determine whether the pool and potential candidates reflect the intentions laid out in the Recruitment Plans. They can make a recommendations to extend the search.
- Each division and department should place the advertisement/position announcement on their respective website homepage AND on the SMU Human Resources webpage. All group ads will point to this landing page.
- The SMU Nondiscrimination Statement (ad version) provided below must be included in all position announcements:
 - *SMU is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, sex, age, disability, genetic information, veteran status, sexual orientation, or gender identity and expression.*

Interviewing Guidelines

Well-planned interviews support the hiring process and support strong first impressions for recruiting top candidates. 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. If a candidate requests a reasonable accommodation on the basis of a disability during the interview process, please contact the Office of Equal Opportunity for assistance (equalopportunity@smu.edu). We recommend the following guidelines for all interviews:

- Develop a list of standard interview questions to ask all candidates.
- Meet with all search committee members before the interview phase to ensure that everyone is prepared to participate.
- All participants should study candidates’ dossiers and prepare questions focusing on their professional experience.
- The candidate may volunteer information on religion, marital status, sexual orientation, etc., but no follow-up questions may be asked.
- Avoid topics that have no bearing on job performance.
- Ensure that everyone who will interact with candidates is aware of SMU’s nondiscrimination policies and procedures.
- Focus on the candidate’s actual experiences rather than posing hypothetical questions.
- Consider providing copies of the “Faculty Interview Considerations” to all faculty, students and staff who may encounter candidates. Only search committee members will be required to provide written evaluations.
- We recommend the following additional advice during the Campus Visit: Prepare talking points that highlight the strong features of the job, SMU faculty and students, the department opportunities, SMU, the location of Dallas and the southwest region.
- Give all candidates similar opportunities to describe their qualifications and interests in the position.
- Provide a detailed interview schedule to department members and the candidates before they arrive on campus
- Ask the candidates if they want to see specific facilities or meet specific people.
- Offer to introduce candidates to those in other departments with similar interests or situations and to potential colleagues/research partners.
- Candidates who would come in with tenure must meet with the Deputy Provost for Faculty Success.
- All finalists must have as similar an experience as possible.
- 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.
- Keep the Dean, Associate Dean, or Liaison apprised of progress.

Faculty Interview Considerations

Topic		Allowed	Not Allowed
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		Requiring birth certificate or baptismal record before hiring. Any inquiry which may reveal the date of high school graduation. Any other inquiry which may reveal whether applicant is at least 40 years of age.
Birthplace, National Origin, or Ancestry	Inquiry into name, relationship, and address of person to be notified in case of emergency.		Any inquiry into place of birth. Any inquiry into place of birth of parents, family, or spouse/partner. Any other inquiry into national origin or ancestry.
Race / Ethnicity	None		Any inquiry which would indicate race or ethnicity.
Gender / Sexual Orientation	None		Any inquiry which would indicate gender or sexual orientation. Any inquiry made of members of one gender, but not the other.
Height and Weight	Inquiries 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		Any inquiry which would indicate or identify religious denomination or custom. Applicant may not be told any religious identity or preference of the employer. Cannot request pastor's recommendation or reference.
Disability	Identify the essential job requirements and working conditions and inquire whether candidate can perform them.		Any inquiry into past or current medical conditions. Any inquiry into Worker's Compensation or similar claims. Any inquiry into need for accommodations unless requested by candidate.
Citizenship	Are you legally eligible for employment within the United States? Allowed if asked of all applicants. Note—this is automatically included.		Inquiry into citizenship. Whether parents or spouse are native-born or naturalized.
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. Background checks upon offer of employment are permitted.		Any inquiry which would reveal arrests without convictions or convictions unrelated to job duties.
Education	Inquiry into nature and extent of academic, professional, or vocational training. Inquiry into language skills, such as reading and writing of foreign languages, if job related.		Any inquiry which would reveal the nationality or religious affiliation of a school. Inquiry as to what native language is or how foreign language ability was acquired unless job-related.

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	Inquiry into service in U.S. Armed Forces when such service is a qualification for the job. Require military discharge certificate after being hired.	Inquiry into military service in armed service of any country but U.S. Request military service records. 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 that may elicit or attempt 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.

Final Steps

- Invite responses from everyone who has had any contact with the candidates. These responses do not need to be archived but can provide useful information to the search committee in their considerations.
- The Search Committee should review all feedback and make a proposed final list of acceptable and unacceptable candidates with strengths and weaknesses outlined for each candidate. The committee should prepare an unranked list of the finalists, including those who are deemed acceptable and unacceptable and provide it to the Dean. If the Dean wishes to make an offer to a candidate deemed unacceptable, then a Form 4: Request for Variance to the Faculty Hiring Process must be requested of the Provost Office for prior approval.
- Each Search Committee member must submit a unique written evaluation on each of the Finalists. The committee managers will load these into the Box folder associated with the search.
- Consult with the Chair and/or Dean. Deans may also wish to consult in person with the full committee. If there is general agreement, this may happen quickly.
- For tenured positions, all files MUST go through either an abbreviated or accelerated promotion and tenure process. All candidates coming in with tenure must meet with the Provost or the Deputy Provost as part of the interview process. The offer letter must be generated from the Provost. The Dean can use this version of the offer letter in their outreach to the finalist.
- Take all reasonable measures to be efficient with the search process, so offers can be made in a timely fashion.
- Members of the search committee may want to call (or solicit others to make calls) to demonstrate enthusiasm for the candidate once an offer has been made.
- Emphasize the broad range of activities and opportunities available at SMU.
- Once an offer has been accepted, notify all applicants that the position is filled. Interfolio can be used to help automate these notifications. If a search has been unsuccessful or closed without a hire, the search committee Chair must submit a summary of the search to the Office of the Provost via email. A new Faculty Recruitment Request Form will need to be submitted if the position is reopened.
- Complete the following within two business weeks of receiving a signed contract:
 - Work with the department coordinator or dean's assistant to request an SMU ID #.
 - Using the obtained SMU ID# as the subject line, send the contract directly to facultycontract@smu.edu. Doing so ensures that HR can conduct an employee background check and the new faculty member can receive their SMU email.
 - Upload the faculty member's CV and official transcript into the faculty credentialing system using the e-form process through my.smu.edu.

Appendix A: Search Forms and Hyperlinks to Form Initiation

Link for Using Form 1: [Faculty Recruitment Request \(DocuSign\)](#)

SMU							
1. Faculty Recruitment Request Form							
Please read the SMU Model for Faculty Search and Recruitment for guidance before filling out this form. Complete sections 1 and 2 and submit this form for permission to recruit for a full-time faculty position.							
1. Proposed Faculty Position Information							
Position Title _____ Position No. _____							
School/College _____ Department/Division _____							
Name of Search Chair: _____ Anticipated Start Date _____							
Title/Rank: ☐ Full ☐ Professional Track							
(check all that apply) ☐ Associate ☐ Tenure Track or Tenured							
☐ Assistant							
2. Attach the following supporting materials:							
I. List of the proposed search committee members with designated Search Chair indicated – • All search committees must have at least three faculty members. • Provide the SMU ID for each committee member.							
II. Recruitment Plan – The plan must contain the following <u>three</u> items: 1) List of publications confirming advertising/announcement placements. 2) Explicit outreach plans 3) Full advertisement that includes the following <u>six</u> required components of an advertisement:<table border="0"><tr><td>1. Position Number</td><td>4. Minimum Qualifications Explicitly Stated (education & experience)</td></tr><tr><td>2. Start Date</td><td>5. Background Check Statement</td></tr><tr><td>3. Priority Consideration Date</td><td>6. SMU Nondiscrimination Statement</td></tr></table>		1. Position Number	4. Minimum Qualifications Explicitly Stated (education & experience)	2. Start Date	5. Background Check Statement	3. Priority Consideration Date	6. SMU Nondiscrimination Statement
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2. Start Date	5. Background Check Statement						
3. Priority Consideration Date	6. SMU Nondiscrimination Statement						
4. See SMU Model for Faculty Search and Recruitment for suggestions and other guidance.							
3. Submit for Authorization:							
Dean Approval: _____ Date _____							
Provost Approval: _____ Date _____							

NOTE: Once the form is returned with signatures, please take the following steps:

- 1) Publish the ad in Interfolio, which will generate a hyperlink that will be used in the ads;
- 2) Email a copy of the ad to equalopportunity@smu.edu to post on the Texas Workforce Commission website;
- 3) Confirm that the ad is placed in all venues for at least 30 days;
- 4) Update the SMU Faculty Careers website: <https://www.smu.edu/businessfinance/hr/workingatsmu/faculty-careers>.
- 5) Ensure that a copy of all posted ads and receipts are loaded into the Box folder for this position.

- ☐ Link for Using Form 2: Finalist Interview Request (DocuSign)



2. Finalist Interviews Request Form

Complete sections 1 and 2 and submit form for permission to hold finalist interviews (on-campus or other).

1. Enter Faculty Position Information

Position Title _____ Position No. _____

School _____ Department/Division _____

Search Chair: _____

2. Attach the following supporting information:

I. Longlist Candidate Names – Individuals who have been formally interviewed in the *initial* screening process and are held in consideration for the position (typically 8-12 candidates). Do not include race and gender data.

II. Shortlist Finalist Candidate Names and Summaries – Individuals (must be drawn from the Longlist) who have been identified as the top prospects for the upcoming final interview stage (typically at least 3 candidates). Provide a 4-5 sentence summary per candidate of the rationale for the search committee's selection. Do not include race and gender data.

III. Paragraph Summarizing the Search – Describe how the recruitment plans were followed.

3. Submit for Authorization (in the following order):

Dean Approval: _____ Date _____

Provost Approval: _____ Date _____

- ☐ Link for Using Form 3: [Permission to Hire \(DocuSign\)](#)



3. Faculty Permission to Hire Form

Complete sections 1 and 2 and submit this form to request making an offer to a candidate.

1. Faculty Position Information

Position Title _____ Position No. _____
School _____ Department/Division _____
Candidate's Name _____ Email Address _____
Anticipated Start Date _____ Search Chair Name _____

2. Complete the following before submitting this form:

I. Attach the following supporting materials to this form –

1. Draft of Contract/Offer Letter (changes can be required by the Provost)
2. CV of the selected candidate

II. Ensure all ads and faculty search related documents are in BOX before submission –

- Ensure that the Faculty Search and Recruitment BOX folder associated with this search is up to date with **all** faculty search related documents:
 - Copies of the posted advertisements from all recruitment sources listed in the Recruitment Plan.
 - Written evaluations of each candidate by each member of the Search Committee

3. Submit for Authorization (in the following order):

Provost Approval: _____ Date _____

Dean Approval: _____ Date _____

Note: For each offer made (e.g., if an initial offer is declined and a second or third is extended), submit a new "Faculty Permission to Hire" form.

☐ Link for Using Form 4: Variance to the Hiring Process (DocuSign)

SMU		4. Request for Variance to the Faculty Hiring Process	
Complete sections 1 and 2 and submit this form for permission before extending an offer to a candidate.			
1. Enter Faculty Position Information and Reasons for Variance Request			
Position Title _____		Position No. _____	
School _____		Department/Division _____	
SMU Contact: _____			
1. Provide an explanation of the circumstances of this request. List the name(s) of all candidates under consideration.			
2. Explain the procedures that were followed in lieu of a search, including a summary of other options were considered and why they were rejected.			
3. Provide an explanation of how faculty input was gathered. Include the results of a faculty vote.			
4. Describe the communication plan to faculty if the variance is approved. Note: Form 3: Permission to Hire must be submitted if the Variance is approved. Form 3 includes a draft of the offer letter.			
2. Attach a CV (or CVs) of candidate(s) under consideration			
3. Submit for review prior to reaching out to any prospective candidates:			
Dean request: _____ Date _____			
The comments below reflect a review by the Provost Office.			
Reviewed by Provost Office _____ Date _____			
Provost Decision _____ Date _____			

- ☐ Link for Using Form 5: Visiting Faculty Position Request (DocuSign)

SMU		5. Request for Visiting Faculty Position		
Complete sections below and submit this form before extending an offer to a candidate.				
Enter Faculty Position Information and Reasons for Visiting Position Request				
Position Title			Position No.	
School			Department/Division	
Prospective Candidate's Name (if known):				
Name of Contact in Dept/School :				
Anticipated Start Date				
Provide an explanation of the circumstances that occasion this request. Include future plans for this position.				
Provide an explanation of how faculty input was gathered and how the decision will be communicated.				
Confirmation of review				
☐ Check here to confirm the contract will be for no more than one year (per Policy 2.4 Faculty Recruitment and Appointment). A second (final) year requires prior approval of the Provost. Any multi-year contracts would require that the visiting faculty member apply through the regular search process.				
Dean review		Date		
Provost review		Date		

Appendix B: Template for Recruitment Plans

1. **Committee Composition.** Committees are comprised of differences in academic rank, disciplinary focus, research methodology, and institutional tenure. The search committee below is listed by ID, name, and position/rank. All committee members will be strongly encouraged to complete the Searching Intelligently training.

SMU ID#	Name	Rank/Role

2. **Advertisement Requirements.** The advertisement will be posted for a minimum of 30 days prior to interviewing candidates and will include the following:

1. Position Number
2. Start Date
3. Priority Consideration Date
4. Minimum Qualifications explicitly stated – both educational and experience-based
5. Background Check Statement
6. SMU Nondiscrimination Statement – use ad version below in italics:

SMU is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, sex, age, disability, genetic information, veteran status, sexual orientation, or gender identity and expression.

Two key reminders

1. All faculty positions must be posted on this SMU HR website by School/College: <https://www.smu.edu/businessfinance/hr/workingatsmu/faculty-careers>
2. A copy of the final ad must be emailed to the Office of Equal Opportunity (equalopportunity@smu.edu) to be posted on the Texas Workforce Commission website.

3. Outreach Plans: Venues, Journals, Listservs, Professional Groups, and Outreach

The Committee will engage in an expansive recruitment advertisement and marketing that is designed to attract scholars from all over the nation and internationally by placing ads in the following venues. [NOTE: the examples below form an abbreviated list and are taken from the psychology discipline. We recommend advertising as widely as possible in many more venues.]

A. Print and Electronic Venues (see also Appendix F)

- o The Chronicle of Higher Education (www.Chronicle.com)
- o Higher Ed Jobs Online (www.higheredjobs.com)
- o APS Observer
- o APA Monitor
- o Psychology Academic Job Search
- o Council of Graduate Departments of Psychology (COGDOP)
- o Council of University Directors of Clinical Psychology (CUDCP)

B. Disciplinary Caucuses and Interest Groups

- * American Psychological Association Divisions:
 - o 12-Clinical Psychology, 53-Society for Clinical Child
 - o Adolescent Psychology
 - o 2-Society for the Teaching of Psychology

C. Search Committee Outreach and Recruitment

The following committee members will share the advertisement with the following [insert department names] locally and nationally that graduate scholars in areas relevant to the discipline, including the following: [Note: this is an abbreviated example; we recommend approximately 30 departments for robust outreach.]

[insert name of committee member], University of Texas at Arlington
[insert name of committee member], TCU
[insert name of committee member], Oklahoma State

4. Use of Interfolio. All positions will be posted through the Interfolio Faculty Search and Recruitment, and all applications will be submitted through this platform.

5. Timeline: First-round committee screening of the entire applicant pool should occur by [insert date]. Faculty members will conduct 30-minute interviews of up to [insert number] of a longlist of candidates via Zoom. Based on the longlist screening interviews, a shortlist of a minimum of 3 candidates will become finalists.

Appendix C: Sample Advertisement and Descriptions of SMU

This is an example of what an advertisement or position announcement might look like. Please be sure that all required components for an advertisement are met. The advertisement is only a template. Customize it for your Department/Division and discipline. Look for descriptive and discipline-specific ways to help people understand what you're offering.

The Department/Division of [INSERT] invites nominations and applications for an opportunity to be involved in the shaping of innovative programs in [INSERT]. Creative energy, intellectual strength, a broad-ranging repertoire and teaching interests are essential. The candidate selected will be expected to be a significant partner in connecting the Department/Division to an increasingly globally connected community at the university and in the Dallas/Fort Worth Metroplex.

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

Preferred qualifications: completed Ph.D.; experience teaching graduate or undergraduate courses in [INSERT] 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 students. Position begins [INSERT].

Application:

Applications must be submitted via Interfolio (<http://apply.interfolio.com/####>) and should include a letter highlighting the candidate's qualifications, complete curriculum vitae, and three letters of recommendation. 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.

Department/Division:

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

SMU is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, sex, age, disability, genetic information, veteran status, sexual orientation, or gender identity and expression.

Descriptions of SMU for Advertisements

SMU is an intellectually vibrant community of teachers and scholars who value robust research and creative agendas. Explore SMU at 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 www.dallaschamber.org.

SMU is a private university dedicated to academic excellence. Located in Dallas, SMU maintains a moderate size of 12,000 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 12,000 students and offers 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, Simmons School of Education and Human Development, and the Moody Graduate School of Advanced Studies. To learn more about the rich cultural environment of SMU, please see: www.smu.edu.

SMU faculty position our students for success while shaping dynamic careers. As Dallas' university, we leverage our powerful partnerships in a global city so that bold thinkers like you can become industry trailblazers as you transform big ideas into new products, inventive technology and world-changing solutions. Big data and cloud computing back research with lasting impact. Our welcoming learning community of faculty, nearly 12,000 students in seven schools and a worldwide network of supportive alumni attracts scholars from all walks of life, drawn by limitless opportunities to change the world. Come to SMU to think big and do good.

SMU seeks bold, curious and creative faculty to position our students for success. We offer the rare confluence of a comprehensive global research institution and a close-knit intellectual enterprise in the liberal arts tradition. Like our hometown of Dallas, our campus is vibrant. Here, innovative thinkers conduct research that has lasting impact and transform big ideas into new products, inventive technology and world-changing solutions. Our welcoming learning community of faculty and nearly 12,000 students in eight schools embraces a world of people and ideas. Come to SMU to think big and do good.

Appendix D: Sample Nominee Solicitation Letter

[DATE]

Dear Colleague,

The Department/Division of [INSERT] at SMU requests your assistance in attracting faculty of the highest caliber. As the enclosed position description suggests, we are seeking applicants for a faculty position in [INSERT].

The Department/Division houses [INSERT] full-time faculty, serves approximately [INSERT] undergraduate majors, and offers advanced degrees in [INSERT]. 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.

[BE SPECIFIC ABOUT YOUR DEPARTMENT/DIVISION]. Our long-standing commitment to excellence is evident in the curriculum we offer and the scholarship we encourage. Furthermore, the department has produced nationally recognized scholars whose research 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.

Sincerely,

[Insert]

Chair and Professor, Department/Division of [INSERT]

Appendix E: Sample Applicant Interview Evaluation Form

Below is an example of a template that can be modified to fit the department's needs.

Applicant's Name:

Interviewer Name:

Date:

Position:

QUALIFICATIONS

POSITION REQUIREMENTS	Strong	Acceptable	Weak	Not Observed
Teaching				
Research/Creative Activity				
Service				
Communication skills				

OVERALL RATING: Circle one and provide comments

Strong	Acceptable	Weak

NOTES

Appendix F: Sample Advertising Venues

General Advertising Venues

- * HigherEdJobs.com
- * The Chronicle of Higher Education Online
- * The Chronicle of Higher Education: print
(<https://careers.chronicle.com/careers/products#tab-print-offerings>)
- * Inside Higher Ed Online: Considered an international publication.
- * The Times Higher Education Supplement Online: This is the most widely read international academic job listing site.
- * Academic Careers Online

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 creates a compilation print ad for The Chronicle of Higher Education in fall. Please contact the Office of Faculty Success (facultysuccess@smu.edu) for more information and to include your position.

Candidates with Disabilities

- * The [Employer Assistance Resource Network \(EARN\)](#) provides information on where can post jobs for persons with disabilities
- * The [Workforce Recruitment Program \(WRP\)](#) is a program that connects employers with pre-screened recent graduates with disabilities

Veteran Candidates

- * [Comprehensive career website for hiring veterans](#)
- * [Free job postings for recruiting veterans](#)
- * [U.S. Department of Veterans Affairs](#)
- * [The 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.
- * [Hire Heroes USA](#) matches the skills and interests of returning veterans with employer needs