



SMU Model for Faculty Search and Recruitment

SMU MODEL FOR FACULTY SEARCH AND RECRUITMENT

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SMU MODEL FOR FACULTY SEARCH AND RECRUITMENT 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 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 intellectual innovation. These procedures apply to all full-time faculty positions, including those that are non-tenure track.

Outlined in the Executive Summary 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. All required forms are included in this document as points of reference. However, active search forms must be submitted by each search committee using a PowerForm link through DocuSign that provides auto-routing for appropriate signatures and record-keeping.

All searches must use Interfolio to have applications submitted and processed, and all search committee members are strongly encouraged to complete the CIQ Searching Intelligently training led by Cultural Intelligence Officers under the guidance of the Chief Cultural Intelligence Officer. Faculty participation in improving and strengthening our recruitment outreach and search activities will help the University achieve its goal of faculty excellence.

Please contact the Office of the Associate Provost for Faculty Success with questions, comments, or suggestions at facultysuccess@smu.edu.

Overview of Search Requirements and Forms

- FORM 1. Complete and submit the **FACULTY RECRUITMENT REQUEST FORM**. [Use this link to initiate the formal review and signature process for Form 1](#). An example of the form on p. 9 describes the required components: a list of proposed search committee members with a designated search chair identified; robust recruitment plans, a description of placement for all advertisements, and an ad. Six components are required in the ad: position number, minimum qualifications (educational and experience), start date, background check statement, priority consideration date, and the approved SMU nondiscrimination statement (ad version). One ad, either in print or online, in a national professional journal is required for all 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. An electronic copy of the final ad (must be in Microsoft Word format) must be sent to accessequity@smu.edu, so that IAE 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 a search begins.
- FORM 2. Complete and submit the **FINALIST INTERVIEWS REQUEST FORM**. [Use this link to initiate the formal review and signature process for Form 2](#). An example of the form on p. 21 describes necessary information. Finalist interviews (on campus or virtual) can be scheduled and conducted only after receiving all signature approvals. To be eligible for signatures, documentation of all ads, including evidence of the start and end dates of the ad placement and the content of the ad, must be uploaded into the Box folder associated with the search.

FORM 3. Complete and submit the **FACULTY PERMISSION TO HIRE FORM**. [Use this link to initiate the formal review and signature process for Form 3](#). An example of the form on p. 24 describes necessary information. Both verbal and written offers can be made only after receiving all approvals. Note - This form will not be signed until all **APPLICANT INTERVIEW EVALUATION FORMS** have been loaded into the Box folder associated with the search. An example of a standard evaluation form can be found on p. 23. Committees may use their own internally developed applicant form if they prefer not to use the example provided. Each of the finalists (usually 2-4 individuals) must have a written evaluation by each search committee member (e.g., for 3 finalists and a search committee of 5 individuals, there should be 15 evaluations).

These 3 forms and all hiring documents (e.g., interview evaluations and ad placements) must be retained in the Box folder associated with each search.

For a request to hire a faculty member that does not go through the process described above, a Variance to the Faculty Hiring Process can be requested by using Form 4: Variance to the Faculty Hiring Process. This form requires evidence of faculty input and voting, a description of other alternatives reviewed and rejected, and a communications plan (see p. 26-27).

Points to Remember

- ✓ All required forms contain detailed instructions for completion on the form. Each form must be accessed via the hyperlink that uses auto-routing for signatures.
- ✓ Each ad must contain verbatim the SMU Nondiscrimination Statement (ad version) listed on p. 14.
- ✓ Search committees must have a minimum of three faculty members.
- ✓ The Finalist Interviews Request Form must be completed and approved before commencing with final interviews, whether on-campus or virtually.
- ✓ The Faculty Permission to Hire Form must be completed and approved before extending an offer to a candidate, verbally or written.
- ✓ Ads that are placed for positions that do not follow the regular recruitment process (i.e., visiting faculty) must follow the University's ad requirements (p. 14). This includes ads placed online.
- ✓ Please notify the Office of the Provost (facultysuccess@smu.edu) via email if an additional candidate from the longlist has been invited to a final interview.
- ✓ If the search committee would like to add a candidate to the shortlist when that individual is **not** on the original longlist, a new Finalist Interviews Request Form must be submitted with an updated summary of the search.
- ✓ The following statement may be used in an ad and was included in the template (see p. 12) 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."
- ✓ 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 (facultysuccess@smu.edu) via email. The faculty position will automatically roll over for a new search without a new approval request to

the Provost Office; note that the search will need to re-launch with a new Faculty Recruitment Request Form when the position search is reopened.

- ✓ All search documents must be retained in Box for a minimum of three years. Please contact the Office of Institutional Access and Equity (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. 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 the University's policy on faculty recruitment. Different Schools 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 or department procedures.

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 ensure a thorough and robust search.

1. Consider developing a Search Timetable and initiate a Faculty Recruitment Request Form (p. 9).
2. Select a search committee with a minimum of three faculty members.
All search committee members are strongly encouraged to complete the CIQ Searching Intelligently training provided by Cultural Intelligence Officers.
 - 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.
3. Develop a Recruitment Plan (p. 10).

Attracting a Highly Qualified Candidate Pool

A crucial step in increasing faculty quality is to attract a wider candidate pool. Consider proactively seeking nominees and use an advertisement that demonstrates the energy and creativity of your department (p. 12-13).

Initial Screening

1. Interfolio will automatically acknowledge receipt of applications, so search committees no longer have to send the Applicant Acknowledgement Letter to candidates. However, if a committee chooses to send a more personalized email to candidates, they can customize the Applicant Acknowledgement Letter (see template example on p. 18).
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 shortlist, 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 Faculty Applicant Screening Matrix for a 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. Typically, applicant pools will be narrowed into a “longlist” of 10-15 candidates. In order to select a “shortlist” of 3-4 finalists from this list, the committee must develop a standard approach to an initial interview. This 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. When the committee has selected 3-4 finalists for on-campus or other final interviews, the Dean should review the files of the selected candidates and may choose to meet with the committee, committee chair and department or division head to discuss screening. The “longlist” and “shortlist” candidates must then have their status changed in Interfolio. 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. See details in the Faculty Applicant Screening Matrix (p. 22). Deans do not need to invite all candidates on the short list for an interview, and they cannot move candidates from the long list to the short list.
6. When you have selected your proposed shortlist of finalists for either on-campus interviews or other final interviews, complete the Finalist Interviews Request Form (p. 21), which includes a summary of the search, a demonstration that the Recruitment Plans were followed, a list of the longlist candidates, and a rationale for selecting each candidate included in the proposed shortlist finalist pool. If the proposed shortlist finalist pool does not reflect what was anticipated from the recruitment plans, you should be prepared to either extend the search phase or to justify why the search should continue.

Interviewing

Well-planned and executed interviews result in better hiring decisions and are an important factor in recruiting. 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. If a candidate requests a reasonable accommodation on the basis of a disability during the interview process, please contact the ADA/504 Coordinator in the Office of Institutional Access and Equity for assistance.

1. Develop a list of standard interview questions to ask all candidates.
 - 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.
 - 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.
 - 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.
 - Consider providing copies of the "Faculty Interview Considerations" to all faculty, students and staff who may encounter candidates (p. 19). Only search committee members will be required to complete an Applicant Interview Evaluation Form (p. 23).
2. During the Campus Visit:
 - 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.
 - Candidates who would come in with tenure must meet with the Associate Provost for Faculty Success. A visit with the Associate Provost is typical, but Deans can request a meeting with the Provost in lieu of the Associate Provost. Note that all finalists must have a similar experience (i.e., if one candidate among the finalists meets with the Provost, then all finalists must also meet with the Provost).
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 has had any contact with the candidates.
2. The Search 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, including those who are deemed acceptable and unacceptable and provide it to the Dean. If the Dean makes an offer to a candidate deemed unacceptable, then a Form 4: Request for Variance to the Faculty Hiring Process (p. 27) must be requested of the Provost Office for approval.

3. Each Search Committee member must submit a unique Applicant Interview Evaluation form on each of the Finalists. The committee managers will load these into the Box folder associated with the search.
4. Consult with the Chair and/or Dean. They may also wish to consult in person with the full committee. If there is general agreement, this may happen quickly.
5. For a tenure-track position, the Dean has the option to authorize the Chair to make an offer.
6. 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 Provost's designee 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.
7. 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 when the position search is reopened, and all approved searches will roll over to the next search cycle.

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. Members of the search committee may want to call (or solicit others to make calls) to demonstrate enthusiasm for the candidate.
3. Emphasize the broad range of activities and opportunities available at SMU:
 - Research and scholarship/creative activity support opportunities through URC, the Moody School, and any School/College programs for supports.
 - Many academic Departments/Divisions provide summer research awards. The Office of Research and Innovation helps faculty bring in millions of research dollars each year.
 - SMU provides many opportunities for faculty development (e.g., The Center for Excellence in Teaching; Faculty Awards Director, Faculty Success Office)
 - SMU supports international travel, research, program development, exchanges, and study abroad opportunities.
 - Release time for research and creative work, including junior/special/regular research leaves.
 - Collaborative work with students and across disciplines is highly valued.
4. Notify applicants that the position is filled (p. 25). Interfolio can be used to help automate these notifications.

Retention

Our success in recruiting new faculty will all be for naught if our new faculty colleagues are not retained. Although the university 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 the established welcome events. Include spouses, domestic partners, and family members when appropriate.
 - Host a unit level event.
 - Find ways to connect faculty and staff with campus events.
 - Provide instructions on 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 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.



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 _____ Department/Division _____

Proposed Salary Offer _____ Anticipated Start Date _____

Status: ☐ Tenured/Tenure Track ☐ Not on Tenure Track

Name of Search Chair _____

Title/Rank: ☐ Professor ☐ Associate ☐ Assistant ☐ Clinical

(check all that apply) ☐ Senior Lecturer ☐ Lecturer ☐ Professor of Practice

☐ Other - Please specify: _____

Budget Acct. No. _____ Budgeted Salary _____

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

Additional Costs (if applicable): Start-up \$ _____ On-going \$ _____

2. Attach the following supporting materials in a single bookmarked pdf to this form:

I. List of the proposed search committee members with designated Search Chair indicated –

- All search committees must have at least three faculty members.
- All search committee members must have taken CIQ Searching Intelligently.

II. Recruitment Plan – The plan must contain the following three items:

- 1) List of publications confirming advertising/announcement placements.
- 2) Outreach plans
- 3) Full advertisement that includes the six required components of an advertisement:
 1. Position Number
 2. Start Date
 3. Priority Consideration Date
 4. Minimum Qualifications explicitly stated (educational & experience)
 5. Background Check Statement
 6. SMU Nondiscrimination Statement (ad version)

See SMU Model for Faculty Search and Recruitment for suggestions and other guidance.

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

School/College Financial Officer Approval: _____ Date _____

CIO Review: _____ Date _____

Dean Approval: _____ Date _____

Provost Approval: _____ Date _____

Example of a 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 and Advertisement/Position Announcement must be submitted with the Faculty Recruitment Request Form for approval.

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: Advertisement/Position Announcement Template). Send a copy of the final ad (must be in Microsoft Word format) to accessequity@smu.edu. IAE will post the ad with the Texas Workforce Commission to comply with Federal regulations.
2. Indicate all publications where advertisement/position announcement will be distributed.

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. All ads (print, electronic or web-based national professional journal) must be posted for at least 30 calendar days. **There must be documentation kept of all advertisements that include evidence of the start and end dates of the ad placement and the content of the ad.** Examples of national professional journals include *The Chronicle of Higher Education* and journals published by national professional organizations. 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)
- Higher Ed Jobs Online (www.higheredjobs.com)
- The Times Higher Education Supplement Online (<https://www.timeshighereducation.com/policy/employment>)
- Discipline specific national publications.

For information on advertising and rates, see p. 16-17.

3. All search committee members are strongly encouraged to complete the CIQ Searching Intelligently training provided by the Cultural Intelligence Officers.
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.
- 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.
- Send the position announcement to and/or call your department Chair equivalent at the top-rated Ph.D. producing Department/Divisions in the world, country, and region. 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 _____.

Example: Advertisement/Position Announcement

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 (p. 14).

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 students. Position begins {Insert date}.

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 _____ 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/>

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.

* 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 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 about 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 about 12,000 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: www.smu.edu.

SMU is a private, nonsectarian university of about 12,000 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

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 seven schools embraces a world of people and ideas. Come to SMU to think big and do good.

NOTES:

1. The advertisement on p. 12 is a template. Customize it for your Department/Division and discipline. The advertisers suggest that (in general) you use few but 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 in bold is to be used for the required screening date information i.e., Priority Consideration Date:

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 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.
4. Each division and department should place the advertisement/position announcement on their respective website homepage.
5. 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 (ad version)

Nominee Solicitation Letter

{Insert Date}

Dear Colleague,

The Department/Division of XX at SMU requests your assistance in attracting 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, FOR EXAMPLE] 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.

Cordially,

_____, Ph.D.
Chair and Professor, Department/Division of _____

General Advertising Venues

Online Advertising Venues & Instructions:

For direct links and cost information, visit:

<https://www.smu.edu/BusinessFinance/HR/Resources/ManagerResources/RecruitmentHiringProcedures/StaffSearchProceduresandGuidelines/Advertising-and-Outreach>

HigherEdJobs.com

<https://www.higheredjobs.com/Employers/>

USER ID: recruitu@smu.edu

PASSWORD: facultyjobs

The Chronicle of Higher Education Online

<https://hire.chronicle.com/careers/products>

This is considered an international publication.

Inside Higher Ed Online

<https://insidehighered-careers.squarespace.com/>

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

<https://academiccareers.com/employer-products/>

For applicants specifically searching for academic and administrative positions. An up to three-month job posting is \$295.00.

Print Advertising Venues:

Rate/Cost Information:

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 Candidates with Disabilities and Veterans

Candidates with Disabilities:

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

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

Veteran Candidates:

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

Free job postings for employers: <http://www.veteransadvantage.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: <https://www.woundedwarriorproject.org>

Hire Heroes USA matches the skills and interests of returning veterans with employer needs: <http://www.hireheroesusa.org/>

Applicant Acknowledgement Letter

(This letter goes out through Interfolio automatically. It is included here for information purposes only.)

{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.

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

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	A. Requiring birth certificate or baptismal record before hiring. B. Any inquiry which may review the date of high school graduation. C. Any other inquiry which may reveal whether applicant is at least 40 years of age.
Birthplace, National Origin, or Ancestry	None	A. Any inquiry into place of birth. B. Any inquiry into place of birth of parents, grandparents or spouse. C. Any other inquiry into national origin or ancestry.
Race or Color	None	Any inquiry which would indicate race or color.
Gender/Sexual Orientation	None	A. Any inquiry which would indicate gender or sexual orientation. B. 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	A. Any inquiry which would indicate or identify religious denomination or custom. B. Applicant may not be told any religious identity or preference of the employer. C. Request pastor's recommendation or reference.
Disability	Identify the essential job requirements and working conditions and inquire whether candidate can perform them.	A. Any inquiry into past or current medical conditions. B. Any inquiry into Worker's Compensation or similar claims. C. 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.	A. Inquiry into citizenship. B. Inquiry into visa status. C. Whether parents or spouse are native-born or naturalized. D. 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 <u>convictions</u> 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	A. Inquiry into nature and extent of academic,	A. Any inquiry which would reveal the nationality or religious affiliation of a school.

	ALLOWED	PROHIBITED
	professional or vocational training. B. Inquiry into language skills, such as reading and writing of foreign languages, if job related.	B. 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	A. Inquiry into service in U.S. Armed Forces when such service is a qualification for the job. B. Require military discharge certificate after being hired.	A. Inquiry into military service in armed service of any country but U.S. B. Request military service records. C. 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.

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 _____

Total Number of Applicants (found in Interfolio): _____ Name of Search Chair _____

2. Attach the following supporting materials in a single bookmarked PDF to this form:

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.

- Change their **Status Update** in Interfolio to “**Longlist.**”

II. Shortlist Finalist Candidate Names and Summaries – Individuals (who 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.

- Change their **Status Update** in Interfolio to “**Shortlist.**”

III. Summary of the Search – It should summarize how the recruitment plans were followed and include a justification for proceeding, even if the finalist pool is not likely to reflect the anticipated pool based on the robustness of the Recruitment Plans (e.g., small number of applicants or qualified finalists).

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

Dean Approval: _____ Date _____

Provost Approval: _____ Date _____

Faculty Applicant Screening Matrix
(to Move from the Longlist to the Shortlist)

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

Section 1:	Please check one: <input type="checkbox"/> Committee <input type="checkbox"/> 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:	
Section 2:	Vita/Supporting Documents Assessment (attach additional sheets if necessary)				
Name	Education	Evidence of Research / Scholarship	Evidence of Service	Teaching Experience	Comments / Other Relevant Factors

Search Committee Member

Date

Applicant Interview Evaluation Form for Finalists

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

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:

OVERALL RATING FOR THIS POSITION

1	2	3
STRONG	ACCEPTABLE	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.

3. Faculty Permission to Hire Form

Complete sections 1 and 2 and submit this form for permission to extend an offer to a candidate.

1. Faculty Position Information

Position Title _____ Position No. _____

School _____ Department/Division _____

Candidate's Name _____ Email Address _____

Anticipated Start Date _____ Name of Search Chair _____

International Candidate: ☐ Yes ☐ No

Immigration/Visa Expenses: ☐ Yes ☐ No

2. Complete the following before submitting this form:

I. Attach the following supporting materials to this form –

1. Draft of Contract/Offer Letter (in Word format)
2. CV of the selected candidate (in PDF format)

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, including copies of the posted advertisements from all recruitment sources listed in the Recruitment Plan. This should include any additional advertisements/position announcements the search committee may have added after submitting the Finalist Interviews Request Form.

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), a separate "Faculty Permission to Hire" form must be submitted and the Candidate Status in Interfolio must be updated with one of the following selections: 1. Offer extended; 2. Offer declined; 3. Offer accepted.

This provides a formal mechanism to report on all extended hires, even if the initial candidate(s) did not accept.

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 shortlist 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 _____

Variances from Standard Faculty Search Procedures

In exceptional cases, a rationale can be made to hire a faculty member without going through the regular search and recruitment process. Per policy, the recommended course of action for such cases is to hire a faculty member on a visiting faculty contract for a term or a year. During this time period, a national search would then commence, and the visiting faculty could apply for the open position. However, in exceptional circumstances, variances from these standard procedures may be acceptable after careful review by the Provost Office. Variances must be requested in writing by the Dean and must include a full description of the following:

1. an explanation of the business and/or academic circumstances that occasioned the request;
2. the procedures that were followed in lieu of a search, including a summary of what other options were considered but rejected;
3. an explanation of how faculty input was gathered; and
4. a communication plan with faculty if the variance is approved.

The written request for a variance will first be reviewed by a committee of three representatives appointed by the Office of the Provost. This committee can request additional information from the requestor and is charged with making a recommendation to the Provost about whether the variance is justified. The Provost will make the final decision.

Form 4 (below) is used to make Variance requests.



4. Request for Variance to the Faculty Hiring Process

Complete sections 1 and 2 and submit this form for permission to extend an offer to a candidate.

1. Enter Faculty Position Information and Reasons for Variance Request

Position Title _____ Position No. _____

School _____ Department/Division _____

Candidate's Name _____ Email Address _____

Anticipated Start Date _____

1. Provide an explanation of the business and/or academic circumstances that occasioned the request.

2. Explain the procedures that were followed in lieu of a search, including a summary of other options that 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.

2. Attach: 1) Draft of the offer letter and 2) CV of candidate

3. Submit for review to determine if an exception can be made:

Dean request: _____ Date _____

The comments below reflect a review by the Provost Office:

Reviewed by Provost Office _____ Date _____

Provost Decision: _____ Date _____

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. All documents will be retained in your Box folder and therefore must be uploaded prior to making a final offer.

Please contact the Office of Institutional Access and Equity
at (214) 768-3601 before destroying search records.

Contact Information

Office of the Provost

Paige Ware, Associate Provost for Faculty Success
Judy King, Executive Assistant to the Associate Provost
Perkins Administration Building, Room 217
Phone: (214) 768-3829
Email: facultysuccess@smu.edu
Website: <https://www.smu.edu/Provost/ProvostOffice/PoliciesResources/Faculty-Success>

Office of Institutional Access and Equity

Samantha Thomas, Assistant Vice President for Access and Equity/Title IX Coordinator
Annaliza Bittner, Coordinator
Perkins Administration Building, Room 204
Phone: (214) 768-3601
Email: accessequity@smu.edu
Website: www.smu.edu/IAE

Academic Cultural Intelligence Officers

Chief Cultural Intelligence Officer: Maria Dixon-Hall, madixon@smu.edu
For a complete list of School/College Cultural Intelligence Officers, [visit the main information page here](#).