SMU

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 and most diverse faculty, consistent with our high standards of excellence. The faculty search and recruitment guidance contained in this document strengthens our ability to achieve the inextricably intertwined goals of excellence and diversity. 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. Short informational videos can be found on the resource website for more details.

All searches must use Interfolio to have applications submitted and processed, and all search committee members must complete the CIQ Searching Intelligently training led by Diversity Officers under the guidance of the Chief Diversity Officer. In addition, a required training for all search chairs provides information about the policy, legal, and procedural parameters of searches. Faculty participation in improving and strengthening our recruitment outreach and search activities will help the University achieve its goal of a faculty in which excellence and diversity go hand in hand. Additionally, the SMU Model for Faculty Search and Recruitment supports the University's good faith efforts to meet the goals and objectives of its Affirmative Action Plan.

Please contact the Office of the Associate Provost for Faculty Success or the Office of Institutional Access and Equity (IAE) with questions, comments, or suggestions.

Overview of Search 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. 13 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, approved SMU nondiscrimination statement. 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. Specific journals like *Women in Higher Education* or *The Journal of Blacks in Higher Education* do not meet this requirement. An electronic copy of the final ad (must be in Microsoft Word format, 500 words or less) 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. 37 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. 40 describes necessary information. Both verbal and written offers can be made <u>only after</u> 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. 39. 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.

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. 18. Please refer to Approved Nondiscrimination Statement (p. 19-20) for more information regarding the use of the SMU Nondiscrimination Statement.

✓ Search committees must have a <u>minimum of three members</u> and diversity in terms of gender/race.

✓ 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. 16-18). This includes ads placed online.

✓ Please notify the Office of the Provost and IAE <u>via email</u> 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 **<u>not</u>** 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. 16) to address the possibility of appointing a candidate at a higher level: "While an appointment at the rank of Assistant Professor tenure track is anticipated, extraordinary candidates at all levels will be considered."

✓ We understand that some academic departments also add, "Women, minorities, veterans and persons with disabilities are strongly encouraged to apply." This can be added at the discretion of the department.

✓ If a search has been unsuccessful or closed without a hire, the Search Committee Chair must submit a summary of the search to the Office of the Provost and IAE via email. The faculty position will automatically roll over for a new search without a new approval request to the Provost Office, but 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 IAE before destroying any search records.

SMU FACULTY SEARCH AND RECRUITMENT GUIDELINES

The recruiting strategies and techniques in these Guidelines describe best practices used by many universities for running effective searches that attract the best candidates from the most diverse pool possible. This document consists of general strategies and guidelines. The bulk of this document consists of specific timetables, required forms, sample letters, templates for advertisements, and further information. Search committees should read and become familiar with the University's policy on faculty recruitment. Different Schools and College might have additional guidelines that faculty should consult internally; such guidelines can augment, but not replace, the university requirements.

Preparing for the Search

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

1. Develop a Search Timetable (p. 11) and initiate a Faculty Recruitment Request Form (p. 13).

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

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

- Become acquainted with the diversity-related offices, programs, and initiatives at SMU and with some of the many resources in the DFW area.
- Consult with your school's Diversity Officer or reach out to the Office of Diversity and Inclusion.

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

2. Develop a Recruitment Plan (p. 14).
   Examine past recruitment methods. Modify them when necessary to prevent inadvertent exclusion of diverse candidates. Develop a diversity-sensitive Advertisement/Position Announcement (p. 16) that emphasizes SMU's desire to attract a culturally and academically diverse faculty of the highest caliber. Ensure the content of the advertisement/position announcement conveys commitment to diversity.

Attracting a Highly Qualified and Diverse Candidate Pool

A crucial step in increasing faculty quality and diversity is to attract a wider candidate pool. As a federal government contractor, SMU is an affirmative action employer and must set hiring goals annually for females and minorities. Deans receive a copy of the Annual Goals Report from the University's Affirmative Action Plan showing the goals for female and minority faculty for their respective areas. The University also utilizes a 7% hiring goal for individuals with disabilities and a 5.4% hiring benchmark for veterans as set by the Department of Labor. While hiring decisions cannot be based on demographic variables such as race and gender, diversity-related experience and expertise can be useful criteria. Furthermore, it is entirely appropriate to develop search strategies to attract applications from demographically and culturally diverse candidates. Your Recruitment Plan is key, and there are many suggestions in the Faculty Recruitment Plan and Additional Recruitment Resources such as:

1. Proactively seek nominees.
    - Contact Chairs or Graduate Study Directors at Ivy-league universities, women's colleges, historically Black, Hispanic serving, and tribal colleges and universities to secure lists of doctoral students graduating in the relevant field. Build networks with institutions that attract substantial numbers of ethnically diverse graduate students.
    - Networking at sessions and informal gatherings at professional meetings are more likely to attract members of diverse groups. You can not only confer about specific candidates but also discover current trends and issues.
    - Identify leaders in your discipline who maintain diverse networks (i.e., "Gatekeepers") and ask for nominations (p. 21).

2. Improve Advertising.
    - Use an advertisement that demonstrates the energy and creativity of your department and signals your commitment to diversity and quality (p. 16).
    - Announce position in targeted outlet and include international outlets (pp. 22-32).

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. 34).

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 sample template).

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

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

6.   Typically, applicant pools will be narrowed into a "longlist" of 10-20 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 videoconference 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 Chair and department or division head to discuss screening. The "longlist" and "shortlist" candidates must then have their status changed in Interfolio so that IAE can pull demographic information when Form 2: Finalist Interviews Request is submitted. 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. 38).

7.   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. 37), 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. Regardless of their cultural background, candidates are more likely to accept job offers if they believe that the interview process was professional and fair. For external candidates, the interview begins with their arrival at the airport and ends with their departure. All interactions with candidates are "on the record." It is important to be mindful of messages we send with our words and actions. These principles also apply to internal candidates.

1.   Develop a list of interview questions.
   - Include questions that allow candidates to speak to their diversity-related experience and expertise. (For example: How would your participation help the department meet its diversity-related goals?)
     o   Talk about diversity at SMU and in the department and ask how the candidate can contribute.
     o   Avoid questions based on assumptions about the candidate's ethnicity or other aspects of his or her diversity.
   - Meet with all faculty and students before the interview to ensure that everyone is prepared to participate.
     o   All participants should study candidates' dossiers and prepare questions focusing on their professional experience rather than on personal demographics.
     o   The candidate may volunteer information on religion, marital status, sexual orientation, etc., but no follow-up questions may be asked.
     o   Acknowledge that interviewers may feel less comfortable interviewing candidates they perceive as different from themselves in comparison to candidates who are perceived as similar. Acknowledging it may prevent interviewers from allowing this discomfort to bias their evaluation of excellent candidates.
   - Provide a detailed interview schedule to department members and the candidates before they arrive on campus.
     o   Ask the candidates if they want to see specific facilities or meet specific people.

- o Provide opportunities for all candidates to interact with diverse faculty and students.
    - Avoid topics that have no bearing on job performance.
        - o Ensure that everyone who will interact with candidates is aware of SMU's nondiscrimination policies and procedures and is sensitive to these issues in their conversations with candidates as well as in their interactions in departmental processes.
        - o Consider providing copies of the "Faculty Interview Considerations" to all faculty, students and staff who may encounter candidates (p. 35). Only search committee members will be required to complete an Applicant Interview Evaluation Form (p. 39).

2. During the Campus Visit:
    - Create a welcoming environment; put the candidate at ease. Highlight the University's commitment to diversity.
    - Sell the job/the department/SMU/Dallas, the Southwest Region.
    - Give all candidates equal opportunity to describe their qualifications and interests in the position.
    - Ask questions about candidate's actual experience and past behavior rather than posing hypothetical questions.
    - Offer to introduce candidates to those in other departments with similar interests or situations and to potential colleagues/research partners. Follow up as appropriate.
    - *Ask the candidate if there are other questions or other things they want to see or hear!* You can't ask if they want to visit a Black church, but you can ask if they have questions about cultural institutions; and if they open the door, then ask if they want to go to the Hillel, or meet with faculty from the Spanish Department, etc. Include materials on minority organizations and businesses. The idea is to tailor materials to known candidate interests.
    - A [brochure for candidates](#) can be shared that highlights SMU's benefits for full-time faculty.

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 and provide it to the Dean.

3. Each Search Committee member must submit a unique 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 authorizes 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.

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 and IAE via email. A new Faculty Recruitment Request Form will need to be submitted when the position search is reopened, and all approved searches will rollover 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. Ensure that the proposed pay level for a female, ethnically diverse, international, or another diverse candidate is comparable to that of a majority candidate.

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

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

5. Emphasize the broad range of activities and opportunities is 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 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.

6. Notify applicants that the position is filled (p. 41). Interfolio can be used to help automate these notifications.

7. For a short version of the SMU Faculty Search and Recruitment Guidelines, consult the Search Guidelines Summary (see p. 42).

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

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

SMU Faculty Search and Recruitment Requirements and Guidelines

FORMS AND RESOURCES

In addition to items marked as required,
Deans and/or Chairs may require other documentation or actions.

Search Timetable Guidelines

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

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

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

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

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

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

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

7.   Forward completed Recruitment Plan to Dean for approval/Chief Diversity Officer for review. *{Insert date or Month}*

8.   Submit Faculty Recruitment Request Form for approval. {Insert date or Month}

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

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

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

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

13.   Typically, applicant pools will be narrowed into a "longlist" of 10-20 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 videoconference 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 Chair and department or division head to discuss screening. The "longlist" and "shortlist" candidates must then have their status changed in Interfolio so that IAE can pull demographic information when Form 2: Finalist Interviews Request is submitted. 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.

14. Prior to extending any invitations to finalists for on-campus or other final interviews, the hiring unit must submit the Finalist Interviews Request Form for approval.

15. Interviews may be scheduled after the Office of the Provost approves the Finalist Interviews Request Form.

16. Schedule and host on-campus interviews and complete the Applicant Interview Evaluation Form. Schedule an interview with the Dean or Associate Dean/Designee for all tenure-track appointments and with the Dean and Provost for all tenured appointments. *{Insert date or Month}*

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

18. Complete the Faculty Permission to Hire. *{Insert date or Month}*

19. Once the Provost approves the Faculty Permission to Hire Form, close the deal and get contracts signed. Since the pool is "pre-approved," the official offer should come within 48 hours. The Dean sends the contract letter for tenure track appointments and the Provost sends the contract for tenured appointments. Don't forget to send an Employment Decision Letter to all candidates. *{Insert date or Month}*

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

Faculty Recruitment Request Form

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. Enter Proposed Faculty Position Information

Position Title _____ Position No. _____

School _____ Department/Division _____

Budget Acct. No. _____ Anticipated Start Date _____

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

　　　　　　　Name of Incumbent (if applicable): _____

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

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

　　　　　　　☐ Other - Please specify: _____

Proposed Salary Offer _____ 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 <u>single</u> bookmarked PDF to this form:

I. List of the proposed search committee members with designated Search Chair identified.
Indicate race, gender, and SMU ID (if currently on faculty) of each member.

- All search committees must have at least three members and be diverse in terms of gender and race/ethnicity.
- All search committee members must have taken CIQ Searching Intelligently.

II. Recruitment Plan – The plan must contain the following <u>three</u> items:

1) List of publications confirming advertising/announcement placements
2) Outreach plans
3) Full advertisement that includes the <u>six required components of an advertisement</u>:

　　1. Position Number　　　　　4. Minimum Qualifications explicitly stated (educational & experience)

　　2. Start Date　　　　　　　5. Background Check Statement

　　3. Priority Consideration Date　6. SMU Nondiscrimination Statement

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

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

Chief Diversity Officer Review: _____ Date _____

School/Financial Business Manager Approval: _____ 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). See p. 18 for required ad components. In addition, send a copy of the final ad (must be in Microsoft Word format, 500 words or less) 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.
    Be sure to include diversity-publications in your selection.

    The position must be advertised in at least three national publications or newsletters. <u>One ad, either in print or online, in a national professional journal is required for tenure and tenure-track positions</u>. If the ad is placed in an electronic or web-based national professional journal, it 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*, *Diverse Issues in Higher Education*, and journals published by national professional organizations, but does not include targeted journals like *Women in Higher Education* or *The Journal of Blacks in Higher Education*. International publications should also be considered. Please specify three or more sources and note whether the ad is in print or online. Examples include but are not limited to:
    - *The Chronicle of Higher Education* (www.Chronicle.com)
    - *Diverse Issues in Higher Education* (www.diverseeducation.com)
    - *The Journal of Blacks in Higher Education (*www.jbhe.com*)*
    - *Women in Higher Education (*www.WIHE.com*)*
    - *Hispanic Outlook in Higher Education* (www.HispanicOutlook.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 pp. 22-23.

3. All search committee members must have completed the CIQ Searching Intelligently training provided by the Diversity 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.
- Send Advertisement/Position announcement to subgroups of primary professional organizations that are minority and women interest specific, or to listservs of such subgroups.
- Advertisement/Position announcement will be sent to schools with female and minority concentrations in specialized and related fields (see pp. 24-32):
  - Doctorate Granting Institutions with Largest Number of Minority Doctorate Recipients
  - Doctorate Granting Institutions with Largest Number of Female Doctorate Recipients
  - Historically Black Colleges & Universities
  - Hispanic Serving Institutions
  - Native American Serving Institutions
  - Female Serving Institutions
  - International Universities
- Advertising, email, listservs, and networking with professional organizations in specialized and related fields (could include conference travel). List discipline specific listservs to be utilized if not included above.
- Advertising, email, listservs, and networking with minorities & women of specific professional organizations in specialized and related fields (could include conference travel).
- Subgroups of primary professional organizations that are minority and women specific.
- Send 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. Don't neglect Latin America. If you don't know the best global Department/Divisions in your discipline, find out.
- Search committee members will make personal efforts (calling colleagues at other universities and colleges, etc.) to find and recruit candidates. You may even want to designate specific individuals who will complete certain assignments, i.e., each member of the search committee will make 5 phone calls to top programs. For example: The graduate directors of _____ University; the University of _____ and _____ College; leading institutions in the field of _____.
- Specific Greek Organizations (p. 32) may be also contacted.

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. 18).

ADVERTISEMENT/POSITION ANNOUNCEMENT

SMU

Rank/Title _____ (Position Number _____)

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

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

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

Application:
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/

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

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

SMU is an inclusive and intellectually vibrant community of teachers and scholars that values diverse research and creative agendas. SMU offers excellent benefits including full same-sex domestic partner benefits. Explore SMU at 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.

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

NOTES:

1.   The advertisement on p. 16 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 Nondiscrimination Statement provided below must be included in all position announcements:

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

4.   Academic departments may wish to add, "Women, minorities, veterans and persons with disabilities are strongly encouraged to apply."

5.   Each division and department should place the advertisement/position announcement on their respective website homepage.

6.   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

October 7, 2019

To: Vice Presidents
                     Deans
                     Associate Provosts
                     Academic Department and Division Chairs

From: Samantha Thomas
                     Executive Director for Access and Equity, Executive Assistant to the President, and
                     Title IX Coordinator

Subject: Reminder of Guidance for Published Nondiscrimination Statements

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

> Southern Methodist University (SMU) will not discriminate in any employment practice, education program, education activity, or admissions on the basis of race, color, religion, national origin, sex, age, disability, genetic information, or veteran status. SMU's commitment to equal opportunity includes nondiscrimination on the basis of sexual orientation and gender identity and expression. The Executive Director for Access and Equity/Title IX[1] Coordinator is designated to handle inquiries regarding the nondiscrimination policies, including the prohibition of sex discrimination under Title IX. The Executive Director/Title IX Coordinator may be reached at the Perkins Administration Building, Room 204, 6425 Boaz Lane, Dallas, TX 75205, 214-768-3601, accessequity@smu.edu. Inquiries regarding the application of Title IX may also be directed to the Assistant Secretary for Civil Rights of the U.S. Department of Education.

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

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

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

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

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

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

cc: President Turner
        Provost and Vice President for Academic Affairs Elizabeth Loboa
        Associate Vice President and Chief Human Resources Officer Sheri Starkey
        Associate Vice President for Enrollment Management Wes Waggoner
        Assistant Vice President of Marketing and Communications Regina Moldovan
        Director of Athletics Rick Hart
        Faculty Senate President Tim Rosendale
        Faculty Senate President-Elect Aurelie Thiele

Nominee Solicitation Letter

{Insert Date}

Dear Colleague,

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

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

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

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

Cordially,

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

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

Hispanic Outlook in Higher Ed Online
https://www.hispanicoutlookjobs.com/plans

Women in Higher Education Online
https://employer.wihe.com/

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/

Jobs.ac.uk
https://www.jobs.ac.uk/recruiters/products/higher-education

Diverse Issues in Higher Education Online
https://diversejobs.net/rates-2/

Tribal College Journal Online
https://jobs.tribalcollegejournal.org/employer-products/

The Journal of Blacks in Higher Education Online
https://www.jbhe.com/advertise/#submitjob

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:**
Diverse Issues in Higher Education	(703) 385-2981 http://diverseeducation.com/advertise/place-print-ad/
Hispanic Outlook in Higher Education	(800) 549-8280 (ext. 102 or 106) https://www.hispanicoutlook.com/print-and-digital-ad-rates
Women in Higher Education	(608) 251-3232 recruitmentsales@wiley.com
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

<u>**Candidates with Disabilities:**</u>

Employer Assistance Resource Network (EARN) provides information on where can post jobs for persons with disabilities: http://www.askearn.org/topics/recruitment-hiring/

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

Achieve provides assistance to employers in hiring individuals with disabilities:

> Achieve
> 214-637-2911
> http://achievedfw.org/

<u>**Veteran Candidates:**</u>

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: http://www.woundedwarriorproject.org/programs/warriors-to-work.aspx.

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

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

Doctorate-Granting Institutions With Largest Number of U.S. Citizen and Permanent Resident Minority Doctorate Recipients (2017-2021)

Black		Hispanic	
Institution	**Number**	**Institution**	**Number**
Walden University	1,485	University of California - Berkeley	283
Howard University	256	University of California - Los Angeles	256
Jackson State University	208	University of Texas - Austin	238
University of Georgia	158	University of Michigan - Ann Arbor	232
University of Florida	148	Texas A&M University - CSHSC	230
Georgia State University	145	Walden University	213
Univ. of North Carolina - Chapel Hill	137	University of Wisconsin-Madison	212
University of Michigan - Ann Arbor	135	University of Arizona	205
Louisiana State Univ. - Baton Rouge	133	University of Florida	201
University of Maryland - College Park	127	University of California - San Diego	185
Michigan State University	120	University of California - Davis	177
Morgan State University	119	University of California - Irvine	174
George Washington University	118	Florida International University	173
University of Memphis	117	University of Texas - El Paso	171
Ohio State University	113	University of California - Riverside	167
N. Carolina Agric. & Tech. State Univ.	107	University of Washington - Seattle	163
Texas A&M University - CSHSC	106	CUNY - Graduate Center	159
Univ. of Illinois, Urbana - Champaign	104	Columbia University	158
Columbia University	103	Univ. of Illinois, Urbana - Champaign	155
Florida State University	101	Harvard University	154

Asian		American Indian or Alaskan Native	
Institution	**Number**	**Institution**	**Number**
University of California - Los Angeles	506	University of Arizona	27
University of California - Berkeley	467	University of New Mexico - Albuquerque	22
Harvard University	413	Oklahoma State University - Stillwater	20
Massachusetts Institute of Technology	354	University of Oklahoma - Norman	19
Stanford University	337	Arizona State University	18
University of Michigan - Ann Arbor	322	Walden University	17
Columbia University	313	University of Minnesota - Twin Cities	15
University of California - San Diego	290	University of Montana - Missoula	15
Univ. of Illinois, Urbana - Champaign	286	University of Washington - Seattle	13
University of Washington - Seattle	283	University of Kansas	11
University of California - Irvine	281	Texas A&M University - CSHSC	10
University of Southern California	256	University of California - Berkeley	10
University of Pennsylvania	244	University of Alaska - Fairbanks	9
University of California - Davis	227	University of California - Davis	8
Georgia Institute of Technology	223	University of Michigan - Ann Arbor	8
Johns Hopkins University	222	SUNY, U. Buffalo	7
University of Maryland - College Park	209	University of North Dakota	7
Cornell University	201	Harvard University	6
Purdue University	189	Montana State University	6
University of Wisconsin-Madison	189	Ohio State University	6

Institution	Number
More than One Race	
University of California - Berkeley	152
University of Washington - Seattle	114
Harvard University	103
University of Michigan - Ann Arbor	103
Stanford University	94
University of California - Davis	94
University of California - Los Angeles	94
Walden University	91
University of Hawaii - Manoa	82
University of California - San Diego	78
University of Wisconsin - Madison	78
University of California - Irvine	76
Univ. of Illinois, Urbana - Champaign	75
Massachusetts Institute of Technology	70
Univ. of North Carolina - Chapel Hill	69
Columbia University	67
University of Pennsylvania	63
Yale University	59
Texas A&M University - CSHSC	57
University of Florida	57

Source: 2021 Survey of Earned Doctorates
http://www.nsf.gov/statistics/sed/   (see Table 7 under Data Tables)

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

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

Doctorate-granting Institutions with Largest Number of U.S Citizen and Permanent Resident Female Doctorate Recipients (2021-22)

Institution Name	Number	Institution Name	Number
Walden University	1115	New York University	240
Capella University	961	Massachusetts Institute of Technology	238
Liberty University	899	University of Iowa	237
Grand Canyon University	584	Texas Tech University	233
Northcentral University	496	University of California-Irvine	232
Ohio State University	455	University of the Cumberlands	228
University of Southern California	413	University of California-San Diego	227
Rutgers University	398	Florida State University	219
Harvard University	385	Cornell University	216
University of Florida	381	Regent University	209
University of California-Los Angeles	377	Yale University	206
University of Michigan-Ann Arbor	374	CUNY Graduate School	202
Nova Southeastern University	372	University of Arizona	201
University of Wisconsin-Madison	370	University of Houston	201
University of Illinois Urbana-Champaign	368	University of Chicago	199
University of Minnesota-Twin Cities	366	University of South Carolina-Columbia	199
University of California-Berkeley	343	Medical University of South Carolina	197
Texas A & M University-College Station	340	University of Pittsburgh	191
The University of Texas at Austin	339	Virginia Polytechnic Insti. & State Univ.	190
University of Pennsylvania	329	University of Kansas	189
Pennsylvania State University	323	University of Utah	188
University of Georgia	318	Duke University	185
Stanford University	315	The University of Tennessee-Knoxville	182
Boston University	313	University at Buffalo	182
University of Washington	311	University of Massachusetts-Amherst	181
Johns Hopkins University	306	University of Virginia-Main Campus	181
University of California-Davis	305	University of Illinois Chicago	179
Arizona State Univ. Campus Immersion	291	University of Kentucky	177
Purdue University	289	University of Missouri-Columbia	176
Univ. of North Carolina at Chapel Hill	280	Baylor University	173
Columbia University	269	University of Colorado Boulder	173
Northwestern University	268	University of North Texas	170
Vanderbilt University	267	University of Central Florida	168
Virginia Commonwealth University	265	Georgia Institute of Technology	167
North Carolina State Univ. at Raleigh	262	Washington State University	165
University of Maryland-College Park	260	University of South Florida	162
Michigan State University	246	Wilmington University	162
Indiana University-Bloomington	241	University of California-Santa Barbara	161

Source: https://nces.ed.gov/ipeds/datacenter/InstitutionByName.aspx?goToReportId=1
Select institutions from this list that have strong programs in your discipline and (a) send them your advertisement and (b) follow up with a letter, email and phone call to a colleague or the Chair.

Undergraduate Programs Which Serve Diverse Populations

Historically Black Colleges and Universities

Alabama A&M University Enrollment: 5,107	Fort Valley State University Enrollment: 2,526	Oakwood University Enrollment: 1,452
Alabama State University Enrollment: 3,499	Grambling State University Enrollment: 4,511	Paine College Enrollment: 331
Albany State University Enrollment: 5,700	Hampton University Enrollment: 2,863	Philander Smith College Enrollment: 799
Alcorn State University Enrollment: 2,533	Harris–Stowe State University Enrollment: 1,210	Prairie View A&M University Enrollment: 7,573
Allen University Enrollment: 563	Howard University Enrollment: 8,964	Rust College Enrollment: 768
Arkansas Baptist College Enrollment: 468	Huston–Tillotson College Enrollment: 1,045	Saint Augustine's College Enrollment: 1,180
Benedict College Enrollment: 1,899	Jackson State University Enrollment: 4,763	Savannah State University Enrollment: 3,148
Bennett College Enrollment: 232	Jarvis Christian College Enrollment: 719	Shaw University Enrollment: 998
Bethune–Cookman University Enrollment: 2,513	Johnson C. Smith University Enrollment: 1,194	South Carolina State University Enrollment: 2,074
Bluefield State University Enrollment: 1,358	Kentucky State University Enrollment: 2,135	Southern University & A&M College Enrollment: 6,560
Bowie State University Enrollment: 5,381	Lane College Enrollment: 1,047	Southern University (New Orleans) Enrollment: 1,812
Central State University Enrollment: 6,035	Langston University Enrollment: 1,774	Southwestern Christian College Enrollment: 92
Cheyney University of PA. Enrollment: 623	Le Moyne–Owen College Enrollment: 613	Spelman College Enrollment: 2,417
Claflin University Enrollment: 1,779	Lincoln University (MO) Enrollment: 1,833	Stillman College Enrollment: 721
Clark Atlanta University Enrollment: 3,390	Lincoln University (PA) Enrollment: 1,767	Talladega College Enrollment: 1,144
Coppin State University Enrollment: 1,845	Livingstone College Enrollment: 890	Tennessee State University Enrollment: 6,375
Delaware State University Enrollment: 4,399	Miles College Enrollment: 1,440	Texas College Enrollment: 764
Dillard University Enrollment: 1,202	Miss. Valley State University Enrollment: 2,064	Texas Southern University Enrollment: 5,726
Edward Waters University Enrollment: 2,273	Morehouse College Enrollment: 2,554	Tougaloo College Enrollment: 687
Elizabeth City State University Enrollment: 1,956	Morgan State University Enrollment: 7,034	Tuskegee University Enrollment: 2,184
Fayetteville State University Enrollment: 5,563	Morris College Enrollment: 395	Uni. of Arkansas – Pine Bluff Enrollment: 2,484
Fisk University Enrollment: 914	Norfolk State University Enrollment: 5,016	U. of Maryland – Eastern Shore Enrollment: 1,812
Florida A&M University Enrollment: 7,301	NC A&T State University Enrollment: 11,328	Univ. of the District of Columbia Enrollment: 2,944
Florida Memorial University Enrollment: 887	North Carolina Central University Enrollment: 5,892	

Virginia State University
Enrollment: 3,659
Virginia Union University
Enrollment: 1,170
Voorhees University
Enrollment: 399
West Virginia State University
Enrollment: 1,373
Wilberforce University
Enrollment: 486
Wiley College
Enrollment: 665
Winston–Salem State University
Enrollment: 5,004
Xavier University of Louisiana
Enrollment: 2,755

Undergraduate Programs Which Serve Diverse Populations

Sample of Hispanic Colleges and Universities

Alverno College	Rhode Island College
Antioch University, Santa Barbara	Rutgers State Univ. of New Jersey - Newark
Aurora University	Sacramento State University
Barry University	Saint Mary's College of California
California State Polytechnic University	San Diego State University
California State University – Fresno	San Jose State University
Cochise College	Sonoma State University
Colorado Mountain College	Southern Adventist University
Colorado State University – Pueblo	St. Edward's University
Concordia University Chicago	St. Thomas University (Florida)
Dalton State College	Sul Ross State University
Dominican College	Texas A&M International University
Florida Atlantic University	Texas A&M University – Corpus Christi
Florida International University	Texas Lutheran University
Heritage University	Texas State University
Houston Baptist University	The City University of New York
Humboldt State University	The University of Arizona
Indiana University Northwest	The University of New Mexico
Marymount University	University of Central Florida
Montclair State University	University of Houston
Montgomery College	University of Illinois Chicago
National University	University of Nevada, Las Vegas
New Jersey City University	University of North Texas – Dallas
New Mexico Highlands University	University of Texas – El Paso
New Mexico State University	University of Texas at Arlington
North Park University	University of Texas at San Antonio
Northern Arizona University	Vanguard University
Nova Southeastern University	Vaughn College of Aeronautics & Technology
Oklahoma Pandhandle State University	Warner Pacific University
Queens College, CUNY	Western Connecticut State University
Regis University	Woodbury University

Source:
https://www.hacu.net/assnfe/CompanyDirectory.asp?STYLE=2&COMPANY_TYPE=1,5&SEARCH_TYPE=0
(Full list available at this website)

Undergraduate Programs Which Serve Diverse Populations

Native American Tribal Colleges and Universities

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

Source: https://www.aihec.org/tcu-roster-and-profiles/

Undergraduate Programs Which Serve Diverse Populations

Women's Colleges and Universities

Agnes Scott College	Alverno College
Barnard College	Bay Path University
Bennett College	Brenau University
Brescia University College	Bryn Mawr College
Cedar Crest College	College of Saint Benedict
College of Saint Mary	Converse College
Cottey College	Hollins University
Meredith College	Moore College of Art and Design
Mount Holyoke College	Mount Saint Mary's University
Notre Dame of Maryland University	Saint Mary's College
Salem College	Scripps College
Simmons University	Smith College
Spelman College	St. Catherine University
Stephens College	Sweet Briar College
Texas Woman's University	Trinity Washington University
Wellesley College	Wesleyan College

Source: https://www.womenscolleges.org/colleges

Greek Letter Organizations

Samples of Greek Letter Cultural Organizations

Asian Greek Letter Organizations Chi Alpha Delta Sorority Lambda Phi Epsilon Fraternity Omega Phi Gamma Fraternity Sigma Phi Omega Sorority	**LGBT Organizations** Delta Lambda Phi Gamma Rho Lambda Kappa Psi Kappa Omicron Epsilon Pi
NPHC (Black) Alpha Kappa Alpha Sorority Alpha Phi Alpha Fraternity Delta Sigma Theta Sorority Iota Phi Theta Fraternity Kappa Alpha Psi Fraternity Omega Psi Phi Fraternity Phi Beta Sigma Fraternity Sigma Gamma Rho Zeta Phi Beta Sorority	**Multicultural** Lambda Sigma Gamma Sorority Mu Sigma Upsilon Sorority Omega Delta Phi Fraternity Sigma Theta Psi Sorority Zeta Sigma Chi
Latina Sororities Delta Tau Lambda Gamma Alpha Omega Gamma Phi Omega Kappa Delta Chi Lambda Pi Chi Lambda Theta Alpha Lambda Theta Nu Sigma Lambda Gamma	**Latino Fraternities** Gamma Zeta Alpha Lambda Alpha Upsilon Lambda Theta Phi Lambda Sigma Upsilon Lambda Upsilon Lambda Nu Alpha Kappa Phi Iota Alpha Sigma Lambda Beta

Source: http://en.wikipedia.org/wiki/Cultural_interest_fraternities_and_sororities

Additional Recruitment Resources

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

Procedures and Guidelines for Conducting Faculty and Staff Searches at UMCP, University of Maryland, https://www.president.umd.edu/equity-council-search-selection

Diversity, Equity, and Inclusion Best Practices for Inclusive Recruitment, Pennsylvania State University, https://studentaffairs.psu.edu/sites/default/files/DEI_BestPractices_Accessible.pdf

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

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

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

Interviewing Strategies that Search Committees and Chairs Need to Know, Tomorrow's Professor, https://web.archive.org/web/20150924054152/https://tomprof.stanford.edu/posting/1052

Diverse Dallas: Information on Asian, African-American, Hispanic and LGBT Communities (https://www.visitdallas.com/about/diverse-dallas/index.html)

LGBT Resources in Dallas (https://www.visitdallas.com/about/diverse-dallas/-lgbt.html)

Latino Dallas (https://www.visitdallas.com/about/diverse-dallas/-latino.html)

Highlights of SMU Benefits Program for Full-time Faculty (https://www.smu.edu/-/media/Site/IAE/Faculty-Search-and-Recruitment/2023-2024/2023-Highlights-of-SMU-Benefits-Program.pdf)

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

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 convictions of specific felonies related to qualifications for the job applied for.	Any inquiry which would reveal arrests without convictions or convictions unrelated to job duties. Background checks upon offer of employment are permitted.
Education	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.

SMU

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): _____ (Male _____ Female _____ Unknown _____)

Provide current faculty composition of department/unit (all full-time faculty):

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

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).

- **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.

- **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. Send all materials to the Office of Institutional Access and Equity for review and EEO data entry.

The section below is to be completed by the Office of Institutional Access and Equity (IAE)

Longlist/Prospect Composition

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

Shortlist of Finalists

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

IAE Review: _____ Date _____

4. 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: □ Committee □ Individual Assessment				
Instructions:	Please construct and complete a matrix for ALL candidates who applied for the position while the position was considered open.				
Position Description/ Requirements	Screen on minimum qualifications. See attached.				
Department/Division:				Date Posted:	
Position Number:				Rank:	
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 RATINGFOR THIS POSITION

1 STRONG	2 ACCEPTABLE	3 WEAK

INSTRUCTIONS

1) Complete the Applicant Interview Evaluation Form and sign it.

2) DO NOT comment on applicant's age, race, sex, disability, national origin, religion, sexual orientation, and marital or family status.

3) Please submit all evaluation forms and resumes to the Search Committee Chair.

Faculty Permission to Hire Form

SMU

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. Enter Faculty Position Information

Position Title _____ Position No. _____

School _____ Department/Division _____

Candidate's Name _____ Email Address _____

Race/Ethnicity _____ Gender _____ Anticipated Start Date _____

International Candidate: ☐ Yes ☐ No

Immigration/Visa Expenses: ☐ Yes ☐ No

> **<u>Variance to the Hiring Process</u>:**
>
> If a request for a variance to the hiring process is being made, please refer to the Variances from Standard Faculty Search Procedures process and **attach a written justification** to the request form. The justification should be between ½ to 1 page outlining the reason(s) for the Variance request, including confirmation that faculty input has been systematically gathered.

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 <u>each</u> 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 offers, 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 _____

Search Guidelines Summary

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

1. **The Search**
    Committees need to do the most work here.

    Stronger Pools = Better Candidates + Greater Diversity

    - CREATE DIVERSE COMMITTEES USING THE STRONGEST FACULTY
      The strongest faculty will be those most willing to hire the best candidates.
    - TRAIN YOUR COMMITTEE
      All search committee members are required to complete the CIQ Searching Intelligently training provided by the Diversity Officers. The Dean should meet with all committees, and the charge should include a reiteration of SMU's desire to create a truly diverse community.
    - THE ADVERTISEMENT: Dare to be different! Create a more inviting, exciting and inclusive advertisement.
    - PLACE THE ADVERTISEMENT WIDELY AND INCLUDE DIVERSE PUBLICATIONS.
    - CREATE A CONTRACT WITH THE SEARCH COMMITTEE. The committee should identify the top 20 programs in the area of hiring, and each committee member should be assigned a group of institutions to contact regarding possible candidates.
    - RECRUIT, RECRUIT, RECRUIT! Network, create year-round relationships (this is also good for faculty in general). This is a great way to learn about other programs. The best programs do not wait for candidates to come to them.
    - TARGET the best programs. Your objective includes programs at HBCUs or at places where senior minority faculty are likely to attract minority graduate students.
    - ENCOURAGE women to apply.
    - ASK open-ended questions. ("Do you have any questions about SMU, research, lifestyle, campus culture, and climate?")
    - REMEMBER THE GREAT things about SMU: beautiful campus, great and diverse city, friendly colleagues, good students.
    - TELL THE TRUTH: Diversity IS a University and Department/Division priority.
    - SELL, SELL, SELL: Your aim is to get folks to apply - that is it for now.
    - USE THE DEAN: Do not hesitate to ask the Dean to encourage candidates to apply.

2. **Selecting the Candidates**

    - DO NOT ELIMINATE any candidates because of committee biases. Beware of phrases such as, "He won't be happy here after being in the Ivy League" or "Her spouse will not be able to work here."
    - BE COGNIZANT of the University's hiring goals. Consider the positive factors that a more diverse faculty will bring to the education of your students.

3. **Screening and Interviews**

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

4. **Campus Visits**

- PREPARE a Welcome Packet (include cultural information, minority organizations and business information, etc. as applicable).
- INCLUDE A TOUR!!
- INCLUDE faculty from a related field, the same religious or ethnic group in the lunch.
- ALL faculty should review good hiring practices before the visit. DISCUSS diversity.
- REMEMBER everything you say or do must conform to SMU good hiring practices.
- IF A CANDIDATE VOLUNTEERS INFORMATION ABOUT A SPOUSE/PARTNER, offer information about regional employment.

5. **Hiring**

- FOLLOW-UP WITH PHONE CALLS, send requested materials (you can now offer all sorts of things).
- USE THE CHAIR, DEAN AND EVEN PROVOST to make phone calls to snag the best folks.

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

- IMMEDIATELY START A MENTORING PROGRAM.
- CREATE A RETENTION STRATEGY!
- MAKE THEM AN INTEGRAL PART OF THE DEPARTMENT.

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 Dean, IAE, the Diversity Office, and 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, one each from the Office of the Provost, IAE, and the Diversity Office. 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.

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: pware@smu.edu
Website: https://www.smu.edu/Provost/ProvostOffice/PoliciesResources/Faculty-Success

Office of Institutional Access and Equity

Samantha Thomas, Executive Director and Executive Assistant to the President/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 Diversity Officers

Chief Diversity Officer: Maria Dixon-Hall, madixon@smu.edu
For a complete list of School/College Diversity Officers, visit the main information page here.