

REVISED EFFECTIVE WEDNESDAY, JULY 15, 2009

TO: Deans

COPY: Paul Ludden
Peter Raad
Beth Wilson
Associate Deans

FROM: Ellen Jackofsky

DATE: June 12, 2009

RE: **FACULTY RECRUITMENT AND SEARCH**

After discussions with many of you, we propose the following process for full-time faculty recruiting and hiring. These guidelines on proactive recruitment of the most outstanding and diverse faculty available are designed to reinforce SMU's strategic objective of promoting academic excellence to meet the diverse global imperatives of the 21st century. Compliance with SMU Policy 6.7 will be accomplished through this process. All required forms are designated Appendices in the "The SMU Model for Search and Recruitment" (<http://www.smu.edu/aao/policy.asp>).*

- STEP 1. Complete and submit the **FACULTY RECRUITMENT REQUEST FORM (See Appendix B)** and the **FACULTY RECRUITMENT PLAN (See Appendix C)**. Note that the PLAN includes the Position Announcement/Advertisement (See Appendix D); the list of proposed search committee members; advertising plans and date of scheduled meeting with Institutional Access and Equity (IAE) to discuss the search. Step 1 must be approved by the Provost and IAE before each search begins.
- STEP 2. In your acknowledgement to each applicant, include the link to the request for data that goes to IAE. This data is mandated by federal regulations and is used in monitoring the search in terms of SMU's Strategic Plan. (See Appendix L.)
- STEP 3. Before interviewing, complete the **ON-CAMPUS INTERVIEW REQUEST FORM (See Appendix N)** and then, when hiring, complete the **FACULTY PERMISSION TO HIRE FORM. (See Appendix Q.)**
- STEP 4. For each candidate, each member of the Search Committee is to complete and submit Applicant Interview Evaluation Form (Appendix P) or its equivalent, which will be given to the Search Committee Chair. A file of these documents is to be retained in the respective department/division office.

Unless we hear from you, this policy will become effective Wednesday, July 15, 2009.

*Variance to this procedure must be requested in writing through the Office of the Provost.

VARIANCES FROM STANDARD FACULTY SEARCH PROCEDURES

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

1. The requirements for certain positions are sufficiently specialized that they can be filled by only a limited number of scholars, all of whom are known to the professional community;
2. An opportunity arises to recruit a scholar of great eminence;
3. A department or school wishes to enrich its curricular offerings by temporarily appointing distinguished visitors from other institutions for a semester or year;
4. A department or school may have the opportunity to recruit a qualified member of an underrepresented minority group;
5. It may occasionally be necessary to offer an appointment to the spouse of a prospective faculty member;
6. The recruitment of a professor may require appointing others because they form an established research team;
7. The receipt of a grant may be contingent upon assembling an appropriate research team in advance of its award; and
8. The outstanding achievements of some members of the research supporting staff may merit an internal promotion or reclassification to faculty status.

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

- A. Unexpected leaves, late resignations, other terminations and deaths of faculty members may produce vacancies that must be filled on short notice;
- B. Unpredicted increases in enrollment may force a school or department to appoint additional full-time faculty at the start of a semester; and
- C. Delays in the award of grants and contracts may require that work begin shortly after the receipt of funding.

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

Appendix B: Faculty Recruitment Request Form

Use as cover sheet for permission to recruit a faculty position.

Position Title _____ **Position No.** _____

Department/Division _____ **Date** _____

Status: [] New Position [] Open Position [] Provost Approved Position
(Check all that apply) [] Tenured [] Tenure Track [] Not on Tenure Track

Name of Incumbent (if relevant) _____

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

If other, please specify _____

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

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

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

Additional Costs: Start-up \$ _____ On-going \$ _____

ATTACH:

- 1. List proposed Search Committee members (designate chair) and indicate race and gender of each member. All search committees are expected to have a mix of members in terms of gender and ethnicity.
- 2. Recruitment Plan (must contain items 1-3 of Appendix C). Section C.4 contains suggestions that may be useful in the search.

AUTHORIZATION:

School/College Financial Officer Approval _____ Date _____
(Budgetary considerations)

Dean Approval _____ Date _____

IAE Review and Acceptance per UPM 6.7 _____ Date _____

Provost Approval _____ Date _____

- 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 Historically Black Colleges and Universities with graduate programs in or near the field being sought.
- 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 and women of specific professional organizations in specialized and related fields (could include conference travel).
- Subgroups of primary professional organizations that are minority and women specific.
- Send announcement to and/or call your department chair equivalent at the top-rated Ph.D. producing Departments/Divisions in the world, country and region. Don't neglect Latin America. If you don't know the best global Departments/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 five phone calls to top programs. For example: The graduate directors of _____ University; the University of _____ and _____ College; leading institutions in the field of _____.
- Department/Divisions with high representations of women and minorities graduating in specialized and related fields (Appendix H and Appendix H-2). Again, also consider international universities.
- Send Advertisement/Position Announcements to department/division in schools with minority concentrations (Appendix H). Specific Greek Organizations (Appendix J) may be contacted.
 - Historically Black Colleges & Universities (Appendix I)
 - Hispanic Serving Institutions (Appendix I-2)
 - Native American Serving Institutions (Appendix I-3)
 - Female Serving Institutions (Appendix I-4)

Appendix D: Advertisement/Position Announcement

ADVERTISEMENT/POSITION ANNOUNCEMENT

SMU
Rank/Title _____ (Position Number _____)

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

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

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

Application

Send letter of application highlighting the candidate's qualifications, complete curriculum vitae, and three letters of recommendation to: _____, Chair, Department/Division of _____, SMU, PO Box XXYY, Dallas TX, 75275 or as email attachments to xxxxxx@smu.edu. Review of applications will begin {Insert date}. To ensure full consideration for the position, the application must be postmarked 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. Applicants are subject to criminal background checks.

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

Department/Division

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

SMU

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

SMU will not discriminate on the basis of race, color, religion, national origin, sex, age, disability, or veteran status. SMU is also committed to the principle of nondiscrimination on the basis of sexual orientation.

NOTES:

1. This is a template. Customize it for your Department/Division and discipline. The advertisers suggest that (in general) you use few but more powerful adjectives. Stay away from anything you hear a lot, (new, exciting, improved). Look for more descriptive and discipline specific ways to help people understand what you're offering.
2. The language below is to be used for required screening date information:
Review of applications will begin {Insert date}. To ensure full consideration for the position, the application must be postmarked 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.
3. The Language below is approved by SMU's Board of Trustees and is required. For more options, see University Policy 6.7C (2) or E (Approved Nondiscrimination Statements for Advertisements and Publications).

SMU will not discriminate on the basis of race, color, religion, national origin, sex, age, disability, or veteran status. SMU is also committed to the principle of nondiscrimination on the basis of sexual orientation.
4. Each division and department should place the advertisement/position announcement on their respective website home page.

Appendix L: Applicant Acknowledgement Letter

(Insert Date)

Dear _____:

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

OR

Your file will remain incomplete until we receive ZZZ.

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

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

We ask that you please take a moment to complete our online Applicant Data Request Form accessible at <http://www.smu.edu/aao/facultydata> to help us comply with Federal regulations and monitor the effectiveness of our searches. The committee will not see this information. It goes directly to our Office of Institutional Access and Equity. Please reference Position Number _____.

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

Cordially,

_____, Ph.D.
Chair, Search Committee

*Note: The IAE paragraph to solicit applicant data must be included in any modification.

Appendix N: On-Campus Interview Request Form

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

Position Title _____ Position No. _____

Department/Division _____ Date _____

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

If other, please specify _____

Active Status: Full Time Part Time Length of Term _____

Total Number of Applicants: Male _____ Female _____

Current faculty composition of department/unit:

Race/Ethnicity	White	Black	Hispanic	Asian	Am. Indian	Unknown
Male						
Female						

-----**To Be Completed by IAE**-----

Short List Prospect Composition

Race/Ethnicity	White	Black	Hispanic	Asian	Am. Indian	Unknown
Male						
Female						

Proposed On-campus Interview Pool

Race/Ethnicity	White	Black	Hispanic	Asian	Am. Indian	Unknown
Male						
Female						

ATTACH:

1. Summary of Search: Comments on Recruitment plan. If the proposed final pool does not reflect significant quality or diversity, the committee and the Department/Division Chair should justify why the search should continue.
2. Files of proposed finalists and candidates from the "short list/prospects." The short list/prospects will include the proposed on-campus interview pool.
3. Provide names of all candidates on the short list/prospect list. If known, include race and sex.
4. Rationale for selecting each candidate included in the proposed final on-campus interview pool.

Primary Contact Person _____ Phone _____

Chair of Search Committee _____ Phone _____

AUTHORIZATION

This candidate pool satisfies University Policy 6.7.

IAE Review and Acceptance per UPM 6.7 _____ Date _____

Dean Approval _____ Date _____

Provost Approval _____ Date _____

Appendix P: Applicant Interview Evaluation Form

Applicant's Name _____ Date _____

Position _____ School _____ Department/Division _____

Interviewer: _____ Check: Faculty Staff Student Community Member

QUALIFICATIONS

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

INTERVIEW SUMMARY:

OVERALL RATING FOR THIS POSITION

1 STRONG	2 ACCEPTABLE	3 WEAK
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INSTRUCTIONS

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

Appendix Q: Faculty Permission to Hire Form

Date _____ Position No. _____ Budget Acct No. _____

Name _____

Race/Ethnicity _____ Gender _____

Status _____ [] New Position [] Open Position
(Check all that apply) [] Full Time [] Part Time Length of Term _____

Title: [] Professor [] Associate [] Assistant [] Sr. Lecturer [] Lecturer [] Other

If other, please specify _____

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

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

Name: _____
Race: _____
Gender: _____

ATTACH:

1. Draft Contract
2. Copy of Advertisements/Position Announcements
3. Affirmative Action Summary (unless completed On-Campus Interview Request Form)

Dean Approval: _____ Date _____

Provost Approval: _____ Date _____

IAE Review: _____ Date _____