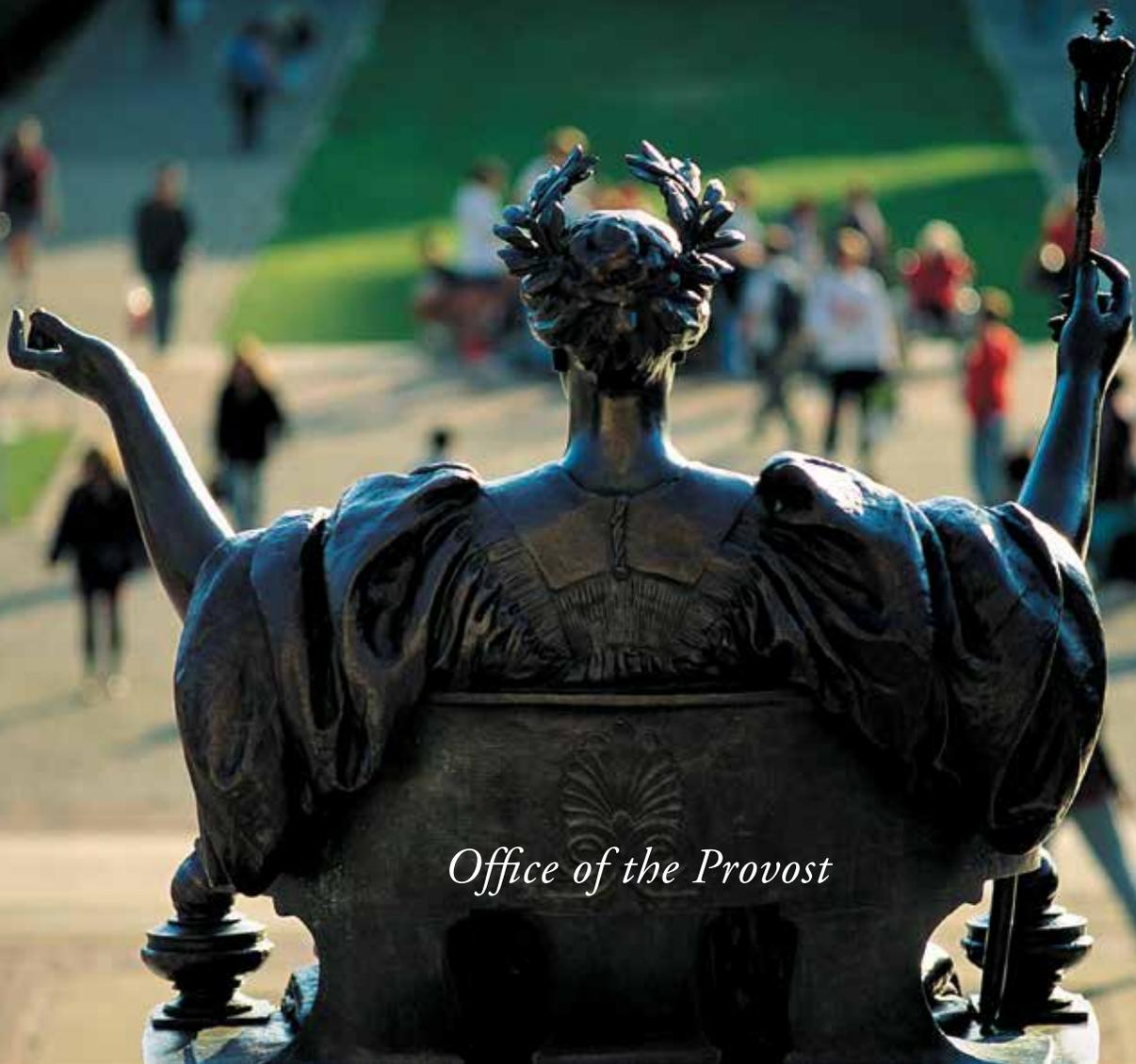


Guide to Best Practices in Faculty Search and Hiring



Office of the Provost

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This guide combines best practices drawn from meetings with deans, department chairs, and faculty members, and borrows from search materials created by Harvard University, Johns Hopkins University, Massachusetts Institute of Technology, North Carolina State University, Pennsylvania State University, Stanford University, Syracuse University, University of California (Berkeley and Irvine), University of Florida, University of Michigan, University of Minnesota, University of Virginia, University of Washington, University of Wisconsin-Madison, and Yale University.

INTRODUCTION

The Office of the Vice Provost for Academic Planning developed this guide in collaboration with the Provost's Advisory Council for the Enhancement of Faculty Diversity and with guidance from the Office of Equal Opportunity and Affirmative Action.

A note on organization:

This guide begins with a checklist of best practices in faculty search and hiring. It is our hope that these practices will come to be incorporated into all standard faculty searches conducted at Columbia.

The list, on the following pages, also serves as an outline of this guide. Each section provides additional information on the recommended practice: why it's important and suggestions for how to implement it.

This guide is intended to provide assistance to department chairs and search committee chairs and members engaged in hiring new faculty. It is written as a living document; in that spirit, we invite feedback on what works, what doesn't, and what should be added.

Please address all comments and suggestions to Vice Provost for Faculty Diversity and Inclusion Dennis A. Mitchell at DML48@columbia.edu.

LETTER FROM THE PROVOST



Dear Colleague:

Columbia University aspires to be the go-to institution for the world's greatest scholars. We cannot achieve this without realizing our core values of both inclusion and excellence. This requires sustained focus on equity in all of our efforts to recruit, hire, promote, and retain an exceptionally well-qualified faculty.

The *Guide to Best Practices in Faculty Search and Hiring* provides guidance and suggestions to assist you in conducting fair and equitable searches. It presents ideas for how to help your school or department lay the foundation for attracting a diverse candidate pool and successfully recruiting diverse candidates.

You should refer to the guide for a range of information: an overview of best practices in a faculty search; direction on how to run a search that conforms to Columbia University's Equal Opportunity and Affirmative Action policies and procedures; and specific, actionable ideas about how to broaden your outreach, before and during a search.

This guide does not replace existing university, school, or department procedures, but rather serves as a framework and supplemental resource. It provides an overview for faculty new to search committees and an asset for those who have conducted many searches.

Please note that this guide uses the familiar language of equal opportunity and affirmative action, and makes frequent reference to "women and underrepresented minorities." It is important to note that our interest in diversity does not end here. We affirm an expansive definition of the meaning of diversity, openness, and inclusion, and seek to realize it in the broadest terms—including gender expression and sexual orientation, disability status, veteran status, and members of other underrepresented groups.

We developed this manual because we believe that adherence to its guidelines will make search and hiring more equitable and open for all candidates, and build a stronger university community. A diverse faculty is essential to creating a dynamic learning and working environment that will prepare all of our students to lead in our global society.

Whether you are serving on your first search committee and seeking general information about search practices, or are an experienced committee chair, we hope you will find this resource valuable.

Thank you for all that you do to strengthen our community and ensure the future excellence of Columbia University.

Sincerely,

John H. Coatsworth
Provost