****

**Full-time Faculty Searches, Recruiting, and Hiring Process August 2023**

**High Level Objectives for Faculty Searches at Columbia Business School**

* Identify and recruit the strongest candidates to serve research and teaching needs of the Business School in the academic areas identified as priorities by the Division and the School. Conduct efficient and effective searches that result in desired hires and comply with University policies.

**Purpose of this Document**

Provide divisional faculty and administrators with a clear process document to increase efficiency and effectiveness of faculty searches.

**Critical Information**

* Searches must adhere to the procedures outlined in the provost approved “*Standard Search and Evaluation Procedure*” (SSEP) for their division.
* Searches must be open for at least 30 days. In most cases, searches should remain “open until filled.”
* Search committees should communicate clearly with the dean’s office about the status of candidates and offers.
* Dean’s office is responsible for offer negotiation.
* Dean’s office is responsible for providing information on housing, school options, and benefits in order to be able to manage expectations and effectively deliver on promises. Please counsel faculty in your division to defer questions on these topics to the Dean’s Office.

**Search Process**

1. Divisions submit recruiting requests or hiring plans to the dean’s office.
2. Dean’s office evaluates proposals and/or projects research and teaching needs for divisions and, estimates the number of full-time faculty needed to serve future needs .
3. Based on input from the Executive committee, dean’s office decides on number of searches, level of searches, and number of hires to authorize
	1. If faculty departures are uncertain, the dean’s office may authorize a search, without authorizing a hire.
4. The chair and members of search committee are nominated by the Division, and the appointments are confirmed by the dean’s office.
5. For every division of the School, there must be a current approved “*Standard Search and Evaluation Procedure*” (SSEP) for each faculty title (professor/ associate professor/assistant professor/ etc.,) filed with the office of Equal Opportunity and Affirmative Action (EOAA) in order to commence a search.
	1. The purpose of the SSEP is to ensure consistent treatment of all candidates, and they are used by EEOA when they approve final candidate hires.
	2. The approved SSEPs for each division are available from the dean’s office.
	3. Most divisions should have a current SSEP as of July 2011 for each title, but it is important for the search committee and the administrators on the search to *know what the standard procedure is*, so that the search remains in compliance. If questions arise, divisions should consult the dean’s office.
	4. If the standard procedures need revision, it is best to do that in advance rather than to request a waiver after the search is completed as this opens up a risk that the finalist will not be approved.
6. Official job postings using the exact approved wording in the *Standard Search and Evaluation Procedure* document are then entered in the University’s Academic Search & Recruiting (ASR) job board (Interfolio) by the divisional administrator and then approved by HR before it goes live.
	1. The Dean’s Office will provide the NYS required salary ranges for each rank
7. In addition, print or electronic ads are also placed by the division in the publications specified in the *Standard Search and Evaluation Procedure* which includes targeted publications appropriate for the division.
	1. Divisions should consider placing ads on the job board of the PhD Project: <https://jobs.phdproject.org>
8. Positions must be posted in RAPS for at least 30 days and no more than 365 days. Be sure to extend dates appropriately if a job is posted in February which only has 28 days. In most cases, searches should remain “open until filled”.
9. Divisions and Search Committees are encouraged to review the School’s [diversity strategy](https://business.columbia.edu/sites/default/files-efs/imce-uploads/Faculty%20and%20Staff/DEI/3-Year%20Diversity%20Plan%20for%202026%20-%20Columbia%20Business%20School%20%28October%2014%2C%202022%29%20-%20Final.pdf) available on the [Faculty Governance Website](https://www8.gsb.columbia.edu/faculty-staff/faculty-governance/degree-proposals/diversity-equity-inclusion).
10. Search committees consult with other members of their division and follow the process outlined in their *Standard Search and Evaluation Procedure* to:
	1. Evaluate applications.
	2. Schedule first round interviews.
	3. Select candidates that will be invited to campus and present job talks.

**Evaluation Process**

1. Each Division has their own Standard Divisional Recruiting Procedures posted on the [Faculty Governance Website](https://business.columbia.edu/faculty-staff/faculty-governance-policies-and-research/divisional-operating-procedures-strategic) .
	1. The Division is encouraged to review these in advance of the search commencing, and may update the procedures with a vote of the faculty before a search begins.
	2. It is a best practice to agree in advance on how the Division will consistently apply evaluation criteria to candidates. It can be helpful to use a rubric to facilitate this.

**Campus Visits**

1. In most divisions applicants who come to campus for a job talk will meet with search committee , divisional faculty, and doctoral students. The precise procedure for academic/search part of the visit is outlined in the SSEP for the division. The following guidelines are intended to outline a typical first campus visit, particularly for junior faculty:
	1. Junior recruits would not look at housing during their first visit to campus.
	2. Some very top recruits may meet with one or more members of the dean’s office, but it is expected that only those with strong, uniform divisional support would meet with the Dean.
	3. The division should explicitly communicate the status of search process to the dean’s office when a recruit is to meet with one or more of the deans (this is (a) one of several candidates; (b) top candidate seen so far; (c) top candidate endorsed by search committee and full division, etc.) so that resources and messaging can be correctly coordinated.
2. After on-campus visits are complete, the search committee will meet with the divisional faculty and make joint decisions about the offers to be made and their sequence (if applicable). A vote should be taken at this meeting to gauge support for each candidate.
3. The search committee chair will make a recommendation based on the division’s discussions and vote to the dean’s office.
4. The dean’s office will make a final determination regarding offers and if appropriate, extend an offer to the candidate and begin negotiations.
5. The division chair and search committee members should communicate to dean’s office any special issues they are aware of that should be addressed in negotiations.

**Tenured Offers to External Candidates**

When a division wishes to make a Tenured offer to a candidate, there are additional steps as follows. Please note—it normally takes at least 6 months from divisional nomination to tenured offer.

1. The search committee in consultation with the division, decides whether to pursue a tenure nomination.
2. On the recommendation of the search committee, a reading committee (of divisional faculty) may be established to review the publications of the candidate and make a recommendation to the tenured members of the division.
3. The tenured members of the divisional faculty review the case and vote whether to forward a nomination to the Promotions and Tenure committee.
4. The Promotions and Tenure Committee reviews the nomination according to the detailed procedures for external nominations to tenure which are posted at: <https://business.columbia.edu/faculty-staff/faculty-governance-policies-and-research/promotion-and-tenure>

**Steps for Making Employment Offers to Full-Time Faculty Members**

1. Division and Search Committee chair recommends the candidate to dean’s office
	1. Provides list of finalist candidates and rationale for recommendation
	2. Planned teaching responsibilities and or other responsibilities (e.g., center involvement)
	3. Anticipated teaching and research mentor assignments
2. Dean’s office reviews process and short list and approves the offer
	1. SVDFA should make sure process and rationale are sound and have taken school strategy and priorities into consideration
	2. Dean should sign off on offer
3. SVDFA specifies offer parameters to Kerith or Jessica who drafts letter.
	1. Any unusual parameters shared with Katie for approval in advance
	2. Letter reviewed by SVDFA & Katie
4. Once the Dean’s Office approves the offer, the Division submits the selectee to Affirmative Action for clearance in Interfolio.  If not a standard search, then waiver needs to be submitted.  Dean’s Office works with division to discuss rationale and review text of the waiver if needed.
5. EOAA Provides AA Clearance to Division
	1. Division advises Dean’s Office (SVDFA, Kerith & Jessica) and HR (Janique Grant, jg53@gsb.columbia.edu & Dalba Castrillon <dyc2105@columbia.edu>)
6. SVDFA calls candidate to make offer, sends letter to candidate, with bcc to HR (Janique & Dalba) & CC to facultyaffairs@gsb.columbia.edu and & introduces Kerith for guidance on nonacademic matters
7. SVDFA alerts division that offer has been made
8. SVDFA & Kerith, Jessica & Division proceed with recruiting
9. SDVFA negotiates with candidate.  Kerith or Jessica updates letter as needed.
10. Division plans recruiting visit

**Recruiting Trips**

1. Once an informal offer is made, most candidates plan a “recruiting trip” to campus to meet with faculty, students, and dean’s office and learn more about Columbia and living in New York. This “recruiting trip” is intended to attract the candidate to Columbia and provide them with further information they may need to make a decision about their offer.
	1. The travel arrangements and schedule/agenda for this trip should be coordinated by the division in consultation with the dean’s office so that the proper resources (e.g., meetings with key people on and off campus) can be secured.
	2. Associate Dean for Faculty Affairs will work with the division to coordinate information and visits related to the following issues:
		1. Housing (Please note, housing resources and policies remain in flux.)
			1. Information on applying for faculty housing
			2. Information on Faculty Housing Assistance Program and real estate brokers if applicable
			3. Note: Given significant changes in the availability of University housing, the School may not always arrange visits for faculty to see example apartments, because this may set unrealistic expectations for new recruits
		2. Schools
			1. Appointment with the School Search service to explore public and private school options and information
			2. In cases where The School at Columbia is an option, providing appropriate introductions and information. PLEASE NOTE: Spaces at The School are VERY limited, and will only be available by lottery for most applicants.
		3. Childcare
			1. Appointment with the Child Care Search service to explore public and private school options and information
		4. Spousal Career Options
		5. Benefits
2. Once candidate accepts by returning a signed offer letter
	1. If the candidate is Tenured or Tenure-track, then they must submit attestation for background check directly to Provost’s Office and Kerith or Jessica follows up providing Provost with Contact information for the candidate to launch the background check with HireRight
	2. If the candidate is non-tenure track, this step is not required
3. Kerith sends ‘onboarding letter’
4. Once Background check is cleared, HR sends candidate other paperwork via DocuSign.