| Standard Search and Evaluation Procedures (SSEP) for the position type must be followed (p. 11). The SSEP outlines required elements of the search process. This is a minimum standard of practice that must be maintained, however the department and search committee can do more than what is described in the SSEP, such as following the best practices outlined in this document and in the Guide to Best Practices in Faculty Search and Hiring, published by the Office of the Provost. If your SSEP is not up to date, consider revising it in consultation with Academic Affairs and Faculty Development & Diversity. |

<table>
<thead>
<tr>
<th>SSEP Process</th>
<th>Best Practice(s)</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EVPAS authorizes search through annual IBS process.</td>
<td>Executive Vice President for Arts &amp; Sciences (EVPAS)</td>
</tr>
<tr>
<td>2</td>
<td>The Search Requisition is posted to the Recruitment of Academic Personnel System (RAPS) with the names of the Search Committee members (minimum of 3) and a copy of the Ad. These are vetted by Academic Affairs and the relevant Divisional Dean.</td>
<td>Department Chair, Divisional Dean, RAPS Coordinator, Academic Affairs, Department Administrator</td>
</tr>
<tr>
<td>2a</td>
<td>Ads are placed.</td>
<td>Department Chair, Search Committee Chair, Search Committee, Department Administrator</td>
</tr>
<tr>
<td>3</td>
<td>Search committee, chair and department chair attend Faculty Search Committee Briefing, unless already attended in 2016-17.</td>
<td>Faculty Development &amp; Diversity</td>
</tr>
<tr>
<td>4</td>
<td>Applications are submitted through Recruitment of Academic Personnel System (RAPS).</td>
<td>RAPS Coordinator, Academic Affairs</td>
</tr>
<tr>
<td>5</td>
<td>First meeting of the search committee (or during one of the early meetings of the committee).</td>
<td>Department Chair, Search Committee Chair, Search Committee</td>
</tr>
<tr>
<td>6</td>
<td>Applicant Pool Report is reviewed.</td>
<td>Diversity Advocate, Search Committee Chair, RAPS Coordinator in Academic Affairs (can provide applicant pool aggregate data), Faculty Development &amp; Diversity</td>
</tr>
</tbody>
</table>

Contacts:

- Faculty Development & Diversity: Susan Oranje, smd2195@columbia.edu, 212-854-6266
- RAPS Coordinator, Academic Affairs: Jamie Bennett, jb33@columbia.edu, 212-851-2445
- EO/AA Office: Heather Parlier, hp2450@columbia.edu, 212-854-5918
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</table>
| 7 INTERMEDIATE STEP Evaluation Process – Short List/Preliminary Interviews (telephone, internet, conferences) | Before the committee begins to review the CVs, an effort to “calibrate” the committee can be made by reviewing 1-2 selected CVs as a group and discussing how committee members evaluate them. Stick to agreed-upon criteria. Create multiple ranking lists, considering each of the key criteria separately. If applicants are interviewed by telephone, over the internet or at conferences, the same interview best practices and legal interview questions as in #9 apply. The Short List is reviewed and aggregate demographics are compared to demographics of the initial applicant pool before moving on to the next step. If the short list lacks diversity, the search committee or a subset should go back and perform a “double-check”. Compare other applicants, particularly women and underrepresented minorities, to those on the short list and see if any of them are of equal excellence. If candidates are found who are essentially similar and have been overlooked, reconsider the short list, or expand it. (p. 10-12, 17-18, 24-25) | • Diversity Advocate  
• Search Committee Chair  
• Faculty Development & Diversity (provides aggregate data for short list)  
• RAPS Coordinator in Academic Affairs  
• Department Administrator  
Chair & Divisional Dean review aggregate demographics of the Short List compared to the Applicant Pool before committee moves on to selecting finalists for on-campus interviews. |
| 8 Evaluation Process – Selection for On-Campus Interviews/Finalist Pool | The group of finalists to be brought for campus visit/interview is reviewed and aggregate demographics are compared to demographics of the initial applicant pool and short list before any candidate is invited to campus. If the final list lacks diversity, the search committee or a subset should go back and perform a “double-check”. Compare other applicants, particularly women and underrepresented minorities, to the finalists and see if any of them are of equal excellence. If candidates are found who are essentially similar and have been overlooked, reconsider the finalist pool, or expand it. (p. 10-12, 17-18, 24-25) | • Search Committee Chair  
• Diversity Advocate  
• Faculty Development & Diversity (provides aggregate data for finalist list)  
• RAPS Coordinator in Academic Affairs  
• Department Administrator  
Chair & Divisional Dean review finalist pool before candidates are invited to campus. |
| 9 Candidates make campus visits. | The search committee should review and discuss legally compliant interview questions before candidates are brought to campus. (p. 23) Interview questions should reflect the same agreed-upon criteria used throughout the evaluation process to maintain equity. Different members of the search committee can be designated to lead in asking about different criteria, to ensure that all candidates are asked about all criteria. (p.17, 19-21) A standard protocol for campus visits should be developed and each candidate should be treated to a similar experience to enable equity. It is a good practice to tell all candidates about family friendly policies and work/life opportunities, e.g., stopping the tenure clock, programs and resources for childcare, schooling, housing and partner hires at Columbia. Encourage candidates to ask for more information about any areas of interest to them. (p.20-22) | • Search Committee Chair  
• Diversity Advocate  
• Department Administrator  
Chair & Divisional Dean review finalist pool before candidates are invited to campus. |
| 10 The search committee meets to select finalist(s). The committee presents their recommendations to the faculty at a department meeting. | Maintain the same evaluation criteria that the committee has agreed to at the start of the search process all the way through the selection process. In discussion, point to evidence from the candidate’s record, interviews, the research seminar and publications instead of relying on personal conjecture. (p. 17, 24-25) The department and/or committee may use a candidate evaluation form (p.25) after the interview process to capture everyone’s feedback addressing each evaluation criterion. | • Search Committee Chair  
• Diversity Advocate  
• Search Committee  
Chair & Divisional Dean review finalist pool before candidates are invited to campus. |
| 11 The faculty votes and endorses the committee’s recommendation or returns the matter to the committee for further evaluation of the pool. | Chair can inform the candidate that the department has voted to offer them a position. | • Department Faculty  
Chair  
Divisional Dean |
| 12 Divisional Dean reviews and approves finalist selection. | Chair works with the Divisional Dean on the terms of the offer. | • Chair  
Divisional Dean  
EO/AA Office  
Department Administrator |
| 13 Candidate must be cleared through the EO/AA Office. Any who remain under possible consideration should be tagged as “finalists” in RAPS. | |  
EO/AA Office  
Department Administrator |
| 14 Final offer letter is approved by the Divisional Dean and sent to candidate. | |  
Chair  
Divisional Dean |
| 15 Final meeting of Search Committee | One final meeting of the search committee is held to discuss what worked well and what didn’t, and how to improve the process the next time. Notes may be passed along to the next search committee via the department chair and may also be shared with Faculty Development & Diversity for other departments. (p. 22) | • Search Committee and Search Committee Chair  
Search Committee Chair  
Divisional Dean  
EO/AA Office  
Department Administrator |