
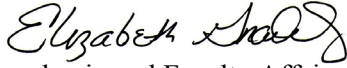




MEMORANDUM

**To:** Academic Deans

**From:** Michael W. Quick   
Provost and Senior Vice President for Academic Affairs

Elizabeth Graddy   
Vice Provost for Academic and Faculty Affairs

**Date:** August 17, 2017

**Subject:** Casting the Net Widely

The University of Southern California has long valued diversity across various dimensions. As an academic community in a vibrant urban setting, we draw on the riches and resources of a diverse faculty and student body. One of my key priorities for the university is expanding access and opportunity, increasing diversity among all our constituencies. Guided by our strategic vision to “create a transformative faculty whose scholarship crosses disciplinary boundaries,” we remain committed to providing equal opportunity for everyone.

While we are fortunate to have many current outstanding faculty at the forefront in their respective fields, we must continue to attract and recruit new scholars of a similar caliber. In order to achieve this objective, I have asked each school to appoint a *faculty diversity recruitment advisor* who will be included in the search committees of their respective schools. This individual will be a senior faculty member trained by the Office of Equity and Diversity on equal employment opportunity and affirmative action processes and procedures with special responsibility to see that qualified candidates are identified from underrepresented groups.

Furthermore, we ask deans, search committees, and hiring managers to adhere to the following standards and best practices:

Posting

- Discuss the strategies for outreach the school will use each year to identify qualified candidates from underrepresented groups.
- Ensure that every search committee and every promotion and tenure committee has members who will provide a variety of informed points of view about each candidate.
- Make certain that every open position is advertised. Almost all disciplines have specified outlets likely to reach minorities and women, and these should be included in the search process. A waiver of posting for faculty positions requires prior provost approval.
- Ensure that all full time and part time faculty positions are posted in accordance with USC faculty recruiting policies and appear on the university job website at <https://usccareers.usc.edu/>.

#### Identification of Candidates

- Be proactive and creative in seeking out strong potential candidates and encouraging them to apply.
- Make personal contact at professional meetings and conferences with women and underrepresented minority faculty who are potential candidates or referral sources.
- Recruit a diverse population of postdoctoral fellows and be willing to consider them appropriately for faculty appointments.
- Hold a seminar series or other activities that bring in postdocs for informational visits that also serve to provide us advanced identification of potential candidates.
- Proactive search strategies can assist in identifying a qualified and diverse pool of candidates. When a faculty position is created in Workday for posting and recruitment, the *faculty diversity recruitment advisor* should confirm the following:
  - The search committee, or hiring manager when applicable, has been provided with copies of this memorandum.
  - The search committee includes individuals with diverse perspectives.

#### Recruitment

- Call or speak in person with women and minority senior scholars to request recommendations for candidates.
- Stay in frequent contact after extending an offer and learn what alternative opportunities the candidate has, so that your offer remains competitive throughout the process.
- Offer the assistance of one of the relocation services with which the university contracts to explain to candidates and families the characteristics of neighborhoods, schools, and housing.
- Ensure that all candidates for USC faculty positions apply to posted positions using the USC-designated faculty application system (FAM).

Thank you for your efforts to cast the net widely in all recruitment and hiring activities.

Cc: C. L. Max Nikias  
Academic Senate  
President's Cabinet  
Provost's Cabinet  
Deans of Faculty