

## Lydia Lee

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**From:** Timothy Pinkston  
**Sent:** Wednesday, December 12, 2018 9:12 AM  
**To:** viterbi.chairs-l  
**Cc:** Yannis Yortsos; Gaurav Suhas Sukhatme; Linda Rock; Cassandra Nash; Marjorie Brownbill; Lydia Lee; Leana Golubchik (leana@usc.edu); Malancha Gupta; Timothy Pinkston  
**Subject:** guidance/instructions for faculty search interviews  
**Attachments:** Faculty Recruitment Viterbi Best Practices.docx; WiSE-Interview-Rep2018.docx; 151007\_Provost's Assistant Professor Fellowship.pdf; Implementing the Provost's Initiative on Fostering Our Diverse Community....pdf

Dear Viterbi Chairs,

As you prepare to enter the interview stage of authorized faculty searches, please be mindful of the following guidelines and share relevant aspects with your search committees, department faculty, and admin support staff, as appropriate. I also refer you to the "Viterbi Faculty Recruitment Best Practices" document (attached) which summarizes guiding principles and best practices for conducting our faculty searches.

### **Interview Requests:**

- Before proceeding to the formal interview stage, departments (Chairs) are asked to provide a very brief report that summarizes the applicant pool, the shortlisted set of candidates, and process for selection of finalists for interview. Usually around three or four candidates per search are scheduled for formal interview. The interview pool is expected to be a diverse set of outstanding candidates; our goal is for it to be comprised of at least a third women and/or underrepresented minority candidates. *Please address the actions taken to diversify the applicant and interview pool in your summary report.* Yannis would like to meet with each chair (and me) to discuss your report and shortlisted candidates prior to authorizing interviews; please contact Cassandra to schedule your meeting with him and me when ready.

- You are encouraged to seek [WiSE Support to Facilitate Diversity in Faculty Searches](#) to help broaden searches—the deadline for requests usually is January 15<sup>th</sup>. It is important to include WiSE representation in interviews of potential WiSE faculty; see the attached "WiSE Interview Rep2018" guidelines which also lists WiSE faculty members in Viterbi. Malancha (Viterbi's WiSE Chair) and Leana (WiSE Program Director) cc'd here may be available to meet with candidates.

### **Diversifying the Candidate Pool:**

- The Provost's Office is continuing to offer its Provost's Assistant Professor Fellowship program (see attached announcement) which provides one year at USC for selected junior faculty hires to pursue scholarship before their tenure probationary period begins. Candidates who can further diversify our faculty are especially targeted. You are encouraged to put forward any eligible candidate(s) recommended by your department so that the nomination package can be prepared and submitted to the Provost's Office for consideration by early April timeframe.

- ***Please Note:*** The Provost's Office has recently announced a new Diversity Initiative which offers the opportunity for Provost funds to be used to support the hiring of qualified persons who can further diversify our faculty. See the attached memo dated November 21, 2018, entitled "Implementing the Provost's Initiative on Fostering Our Diverse Community". We wish to take full advantage of this opportunity to fund additional hires—up to three this year across the School—who will further diversify our Viterbi faculty, particularly from underrepresented minority populations in engineering. More specifics on this may be forthcoming.

## Interview Process:

- Usually no more than three to four candidates (per search) meet with Yannis unless otherwise approved. If Yannis is away on travel or unavailable, Gaurav might be able to meet with the candidate. I should also meet with all T/TT candidates unless available. If a candidate has experimental/lab space needs, Linda should be scheduled for a 15 minute timeslot; *it would be helpful to inform candidates ahead of time about this meeting so that they will feel prepared for this brief discussion.* Cassandra, Marjorie and Lydia keep Gaurav's, Linda's, and my calendars, respectively.
- Standard practice is for formal interviews to include one visit of 1 or 1.5 days, coverage of economy travel and lodging expenses of up to two nights' stay, and coverage of up to 5 persons (i.e., candidate and 4 faculty members) for lunch and dinner with a maximum cost of \$75 per person per meal. If the need to deviate from standard practice arises, a request should be submitted to Faculty Affairs for approval prior to the visit.
- Please ask candidates prior to their visit if there are specific faculty members they would like to meet or facilities they would want to see, and *it is best to provide the candidate his/her meeting itinerary at least a couple of days prior to the visit so that the candidate has adequate time to prepare for the interview.* It is important to include in the interview itinerary faculty from various departments around the School and university whose research areas are related to the candidate's. Interdepartmental liaisons, mentioned next, can be helpful here.
- As encouraged in recent years, *if a faculty search is relevant to another department, even partially, there should be coordination on the progress of the search and prospective visits of potential candidates between departments.* This can be accomplished, for example, by chairs agreeing on the assignment of an interdepartmental liaison to the relevant search committee, as described in the email message below. This would also help with recognizing and handling candidates who apply to multiple searches across departments.

We look forward to successful faculty searches that will result in the recruitment of outstanding and diverse faculty members whose scholarship and promise will further elevate the stature and prestige of the School.

Thanks,

- timothy

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**From:** Timothy Pinkston  
**To:** viterbi.chairs-l  
**Subject:** faculty search interdepartmental liaisons

Dear Chairs,

To help leverage strengths across the school, optimize our resources, and provide the best possible environment for success of our new faculty recruits, it is necessary that we provide as much exposure to the vibrant multidisciplinary environment of the school as possible. To this effect, it is important that faculty searches in domains likely to be represented, even if only partially in other departments, be well coordinated. I would like to request that the following process be followed:

- If a faculty search in Department A is deemed by Department A as relevant, even partially, to Department B, then the chair of Department A will coordinate with his/her counterpart in Department B, such that the progress in the search process and the prospective visits of potential candidates are clearly communicated in advance to Department B. For example, this can be accomplished by Department B assigning a liaison to the search committee of Department A.

The goal of this approach is to help make our searches as successful as possible, both by possibly expanding the candidate pool and by providing to the faculty candidates a broader view of the school's interdisciplinary strengths. Dean Yortsos and I look forward to this process being implemented during this year's faculty recruitment. I remain available to help facilitate.


Thanks,

- timothy



MEMORANDUM

**To:** Academic Deans  
Deans of Faculty

**From:** Elizabeth A. Graddy   
Executive Vice Provost

**Date:** November 21, 2018

**Subject:** Implementing the Provost's Initiative on Fostering Our Diverse Community

In his November 1, 2018 memo, Provost Quick outlined important new steps in USC's ongoing efforts to foster diversity in our academic community. The first of these new initiatives is an ambitious joint program in which the Provost's Office, working with the schools, will allocate a total of \$50 million in new funds to match, dollar-for-dollar, funding that schools employ towards the promotion of diversity, equity, and inclusion. This program aims to proactively contend with the challenges facing us at the different stages of faculty recruitment—hiring and retaining faculty, both tenure-track and RTPC, as well as supporting postdoctoral fellows, our future faculty members.

We are pleased to formally take this next step in our diversity and inclusion efforts. Funding is now available to schools, and I encourage you to send me proposals for faculty hiring and retention support under this initiative, as described below. This initiative also expands support for the Provost's Postdoctoral Scholars Program for Faculty Diversity, which will be addressed in a separate memo.

As Provost Quick's memo indicates, funding will be provided in support of the hiring and retention of world-class tenure-track faculty and extraordinary RTPC faculty, as well as for the development of our pipeline programs devoted to postdoctoral scholars in their transition to becoming USC faculty. In each proposal, the school must describe how the individual would contribute to/promote diversity in their field. For faculty hiring and retention, the school must make the case for designating the individuals as extraordinary faculty.

When requesting matching funds from the Provost's Office, schools may propose to request funds towards base salary and/or start-up costs, as you deem appropriate. The school should lay out the duration of the requested support, which may be up to five years, but which has Provost funding decreasing over time as school funding increases.

The proposal to me should include a memo that makes the case for Provost support under this initiative and a spreadsheet detailing the allocation of proposed funding over time. Successful proposals will be matched dollar-for-dollar by the Provost's Office. In selecting proposals, we will grant priority to those schools who have demonstrated progress in improving diversity and inclusion in the composition of their faculty.

As we work together to meet our commitment to diversity, equity, and inclusion across our university, it is critical that we devote our resources as effectively as possible to make a meaningful impact—to move

beyond rhetoric and to effect actual change. I encourage you to envision creative ways to put these new funds to use, and I look forward to your proposals.

cc: Michael W. Quick  
Provost's Cabinet  
Academic Senate President

## Including WiSE Representation on Faculty Interviews/Pre-interviews

### Interviews:

We suggest participation of members from two sets of women faculty: (1) a representative of the Provost's WiSE program and (2) a WiSE faculty member connected to the research area of the candidate or a VSoE WiSE faculty member. Note that the WiSE faculty member's presence is to provide insight into being a WiSE faculty member and researcher at USC (or specifically VSoE) and to discuss possible collaboration. Ultimately, the goal of the WiSE faculty is to promote USC as a good place for research and as a place that provides a supportive and energetic environment for future WiSE faculty. Note that a rule of thumb for the participation of the Provost level WiSE representatives (Golubchik and Hirsch) is that if Dean Yortsos is on the schedule, then it is appropriate for one of them to be on the schedule as well.

#### 1) Official WiSE Representatives:

- a. Leana Golubchik, Director of WiSE and Judith Hirsch, Chair, WiSE Advisory Board
- b. (if the above are unavailable) Malancha Gupta, Chair, VSoE WiSE Committee
- c. Contact Mallory Redel, WiSE Program manager ([redel@usc.edu](mailto:redel@usc.edu)) and carbon copy Leana Golubchik ([leana@usc.edu](mailto:leana@usc.edu)), Judith Hirsch ([jhirsch@usc.edu](mailto:jhirsch@usc.edu)), and Malancha Gupta ([malanchg@usc.edu](mailto:malanchg@usc.edu)).

#### 2) WiSE Faculty

- a. Please see the attached list of WiSE tenure track and tenured faculty members. Note that faculty from both the College and VSoE are included as a number of the candidates being considered have interdisciplinary interests and thus faculty from outside of VSoE might provide the best match with regards to research.
- b. For WiSE faculty participation, from the provided list, determine who makes the best match and contact that faculty member directly. Please carbon copy Malancha Gupta. If you are unsuccessful in finding a WiSE faculty member, contact Malancha Gupta and she will facilitate.

### Pre-interviews (Informal Interviews):

Here, participation by **one** WiSE faculty member is all that is necessary. Also note that for WiSE faculty, a formal interview slot may not be necessary and the faculty member can participate through attending lunch, etc. It is suggested for senior hires (i.e. with tenure) that there be VSoE WiSE committee participation.

#### 1) Malancha Gupta, Chair, VSoE WiSE Committee

- a. If unavailable, VSoE WiSE Committee: Felipe de Barros ([fbarros@usc.edu](mailto:fbarros@usc.edu)), Civil and Environmental Engineering; Aleksandra Korolova ([korolova@usc.edu](mailto:korolova@usc.edu)), Computer Science; Sze-Chuan Suen ([ssuen@usc.edu](mailto:ssuen@usc.edu)), Industrial and Systems Engineering.
- b. Note: WiSE Advisory Board: Linda Duguay ([duguay@usc.edu](mailto:duguay@usc.edu)), Biological Sciences; Leana Golubchik (ex-officio) ([leana@usc.edu](mailto:leana@usc.edu)), Computer Science; Julie Hagle ([hagle@usc.edu](mailto:hagle@usc.edu)), Industrial and Systems Engineering; Judith Hirsch, Chair, ([jhirsch@usc.edu](mailto:jhirsch@usc.edu)), Biological Sciences; Gary Rosen ([grosen@math.usc.edu](mailto:grosen@math.usc.edu)), Mathematics; Michelle Povinelli ([povinell@usc.edu](mailto:povinell@usc.edu)), Electrical Engineering; Susan Montgomery ([smontgom@math.usc.edu](mailto:smontgom@math.usc.edu)),

Mathematics; David D'Argenio ([dargenio@bmsr.usc.edu](mailto:dargenio@bmsr.usc.edu)), Biomedical Engineering; Hanna Reisler ([reisler@usc.edu](mailto:reisler@usc.edu)), Chemistry; Sandeep Gupta ([sandeep@usc.edu](mailto:sandeep@usc.edu)), Electrical Engineering; Shang-Hua Teng, ([shanghua@usc.edu](mailto:shanghua@usc.edu)), Computer Science; Raffaella Ghittoni ([rghitton@usc.edu](mailto:rghitton@usc.edu)), Biological Sciences-Teaching.

- c. Note: Dornsife WiSE Committee: Jill McNitt-Gray ([mcnitt@rcf.usc.edu](mailto:mcnitt@rcf.usc.edu)), Biological Sciences and Biomedical Engineering; James Boedicker ([boedicke@usc.edu](mailto:boedicke@usc.edu)), Physics and Astronomy; Suzanne Edmands ([sedmands@usc.edu](mailto:sedmands@usc.edu)), Biological Sciences; Joshua West ([joshwest@usc.edu](mailto:joshwest@usc.edu)), Earth Sciences
  - d. Contact Malancha Gupta or the WiSE faculty member directly. Again, as above, if contacting a WiSE faculty member directly, please carbon copy Malancha Gupta.
- 2) WiSE Faculty
    - a. See above.
  - 3) Note that if we cannot organize a meeting while the pre-interview candidate is on campus, a telephone interview can be arranged.

### **Procedural Notes:**

- 1) The earlier a WiSE faculty member is contacted, the more likely you will get good participation. Two to three weeks in advance is recommended. At that time, the WiSE faculty can let you know of her/his availability from which a schedule can be drawn. The more constrained the request (we only have 3-3:30pm on Tuesday available), the more challenging it will be to ensure participation. Typically each year there is at least one search per VSoE department and if multiple WiSE candidates are seen, this can be quite a few interviews. Consider WiSE faculty from all ranks and from all departments in order to share the load.
- 2) If you have WiSE faculty in your department, please ensure that they are apprised of your search activities even if they are not on the search committee or in the area in which you are searching. They are the most likely to be invested in participating in the interview process and can give the most accurate information of what it is like to be a member of your department's faculty. Note that for faculty on leave, one cannot officially request participation in the daily life of the department; however, most WiSE faculty are committed to increasing diversity and thus they can be asked if they have interest in participating and they can define how they wish to participate.
- 3) Please provide all WiSE participants with a copy of the candidate's materials (CV, research statement, teaching statement, etc.). Please also provide Malancha Gupta with these items.
- 4) Please document all of your interview/pre-interviewing efforts with regards to WiSE hiring. WiSE is continually seeking funding to augment its existing programs and since the number of our WiSE faculty is so far below national average, we are often at a disadvantage in terms of requesting such funds. Documentation of our efforts to ameliorate this discrepancy improves our chances in securing additional funds and resources.
- 5) Note that the WiSE faculty will be providing feedback to the Provost level and VSoE level WiSE committees which will be used to determine whether WiSE will provide funds towards the start-up packages for these candidates.

## Faculty Recruitment: Viterbi Best Practices

**Goal: Recruit, hire, develop, promote, reward, and retain world-class, diverse faculty who are innovative, respected, prolific and fully engaged in the mission of the school and university**

- Position the school to become “top choice” for faculty everywhere- recruits and our faculty
- Search process reflects on Viterbi and USC
  - Project positively our standards, values, culture, collegiality, vibrancy, leadership, excellence, professionalism
- Excellence and diversity are fully compatible, intertwined: provide richer, broader scholastic environment
  - USC’s standing practice: *Pursue Excellence and Diversity Simultaneously* by “casting net widely”
  - Faculty who were hired Fall’05-Sp’15: ~80 new T/TT faculty, ~28% women (22), ~13% URM (10)
  - Increasingly diverse faculty hiring has come with increasing excellence as measured by national awards received: Hires Fall’05-Sp’15: 21 Career/YIA (8 women, 2 URM), 3 PECASE (2 wo.), 8 TR35 (5 women), many other awards of excellence received by recent hires
- \* ***Guiding Principle: Every person hired should know that (s)he was hired because (s)he was the best person for the position: evaluated on scholarship, qualifications, academic fit/role and promise***
- \* ***Guiding Principle: Candidates should emerge from search process holding Viterbi and USC in higher regard than before initial contact, and be more likely to accept offers made –best practice***
- \* ***Faculty Search Guidelines & Best Practices:***
  - Hiring consistent with department strategic vision. Why?
    - a) Hiring top candidates more successful when direction of dept is made clear
    - b) Cluster hiring more viable when aligned with dept and school vision
    - c) Sharing of research infrastructure and space facilitated by strategic planning/visioning
  - Consistent, thorough, fair and inclusive searches (“cast net widely”)
    - a) Compose diverse, proactive search committees trained on implicit bias and best practices
    - b) School: NSBE, SHPE, SWE magazine ads; MinorityPostdoc.org; Chronicle of Higher Ed.
    - c) Dept: discipline-specific ads; contact chairs, URM/women faculty & PhD candidates (best paper/thesis award winners, NSF Grad Fellowship winners,...); seek out candidates at conf’s
  - Organized search processes – note various check-points for Dean’s approval; cmt’e assessment
    - a) Follow an established timeline; FAM on-line application submission and review process
    - b) Informative interview schedule (relevant, interested faculty); timely correspondences
    - c) Dean’s Office interviews: must see Yannis, Linda (space), Timothy; others optional as needed
  - Diversity Hiring Initiative - aggressive, ambitious, sustained initiatives
    - a) Provost’s Initiative on Fostering our Diverse Community (Nov. 21, 2018 memo)
  - School-wide advisory for transformative and interdisciplinary hires
    - a) Coordination between dept chairs and search committees in identifying, reviewing, nominating and recommending transformative and interdisciplinary faculty candidates that best advance strategic goals and position us to reach higher levels of excellence
  - Dean’s Co-sponsorship of Invited Seminar Speakers - informal visits by potential candidates
  - WiSE Support for Facilitating Diversity in Faculty Searches - informal visits; dual career situations