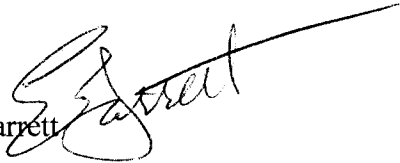


**MEMORANDUM**

**Office of the Provost**

**Elizabeth Garrett**  
Provost and  
Senior Vice President  
for Academic Affairs

Frances R. and  
John J. Duggan  
Professor of Law,  
Political Science  
and Public Policy

**To:** The Faculty  
**From:** Elizabeth Garrett   
**Date:** January 17, 2011  
**Subject:** Casting the Net Widely

To appoint the most outstanding new faculty, we must be creative in actively seeking to identify candidates from under-represented groups, and proactive in reaching out to such candidates to encourage them to apply.

USC values diversity and is committed to providing equal opportunity for outstanding women and men of every race, creed and background. We are proud that Federal Government statistics show that USC ranks #1 in percentage of minority faculty among AAU private universities. This is better than our previous standing in which we tied for #1.

USC makes appointment and promotion decisions individually on the basis of merit. My office will continue to provide appropriate financial support to facilitate schools' appointment of outstanding candidates who promote appreciation of diversity or who engage in scholarship transcending disciplinary boundaries. Since we began that initiative several years ago, we have provided financial support with respect to 40 successful recruitments and four successful retentions of such outstanding faculty. Of course many other recruitments and retentions occur without drawing on that initiative.

These efforts have resulted in noteworthy successes. From 2005 to 2009 under then-Provost Nikias, while the total number of faculty increased 3%, the number of USC Black and Hispanic faculty increased 8% and the number of female faculty increased 11%. During the last five years the success rate of minority candidates for promotion to tenure was approximately 5% higher than for non-minority candidates. While this percentage difference is not statistically significant, it indicates that we are not only attracting excellent minority scholars, they are flourishing here.

Search committee chairs have expressed interest in learning recruitment strategies that have worked well at other units. Some of those ideas suggested by a task force on diversity convened by the Office of the Provost are set out in the appendix.

Deans and search committees should regularly consider which strategies will work best in each department or school.

Appendix

cc: Academic Deans  
Peter Conti  
Martin Levine  
Michael Preston

## APPENDIX

Here are some of the faculty recruitment ideas that have been suggested by USC department chairs, the Task Force on Diversity chaired by Michael Preston and Roberta Diaz Brinton, and the WISE (Women In Science and Engineering) Program.

- Be proactive and creative in seeking out strong potential candidates and encouraging them to apply.
- Make sure that every open position is advertised rather than just filled by someone you already know. Also, almost all disciplines have specified outlets likely to reach minorities and women – these should be used.
- Every recruitment has long required a pre-recruitment form approved in advance by the provost's representative. In the future, this representative can be an equal opportunity official your dean designates.
- Telephone, or speak in person with, women and minority senior scholars to request recommendations for candidates.
- At professional meetings and conferences, make personal contact with women and under-represented minority faculty who are potential candidates or referral sources.
- When inviting faculty from other universities to be visiting scholars, or seeking qualified candidates from industry or the profession, remember to consider women and minorities.
- *Grow your own* by recruiting a diverse population of postdoctoral fellows, and be willing to consider them for faculty appointment, so as to promote a diverse pool of candidates.
- Inform department chairs about USC's expectations on diversity and our policies important to new recruits, such as those on tenure, opportunities for leave or course reduction for assistant professors, work and family life, and mentoring opportunities.
- Competitively award school grants up to \$5,000 per year to departments that propose and implement creative ideas for "casting the net widely".
- Host a regional or national career development workshop for advanced Ph.D. students and post-docs to establish early contact with outstanding prospects.
- Hold a seminar series that brings to USC post-docs for informational visits that also serve as advance identification of potential candidates.
- Ensure diversity on every search committee, and on promotion and tenure committees, so that a variety of points of view about each candidate may be heard.

- Each search committee must include a liaison with the provost's office, who is a senior faculty member with special responsibility to see that qualified candidates are identified from under-represented groups. The provost's office will periodically invite school search committee liaisons to meet and trade ideas with their counterparts in other schools.
- At the beginning of each annual hiring season, the faculty should discuss the proactive strategies the school will use that year to identify qualified candidates from under-represented groups.
- After extending an offer, stay in frequent contact and find out what alternative opportunities the candidate has, so that your offer stays competitive at all times.
- Provide the candidate an opportunity to meet someone who can give a perspective on the welcoming climate of the campus and city. (Michael Preston can help where needed.) As with all appointees coming from other cities, offer the assistance of one of the relocation services with which the university contracts, to explain about neighborhoods, schools and housing.
- On post-appointment forms, government agencies require that we provide information, not just on finalists, but on all applicants. Collecting this data enables us to demonstrate, both to ourselves and to the government, that we are doing everything possible to assure every applicant equal opportunity.