


**MEMORANDUM**

To: The Faculty

From: Elizabeth Garrett   
Provost and Senior Vice President for Academic Affairs

Date: August 22, 2013

Subject: Casting the Net Widely

USC's strategic vision calls for us to "create a transformative faculty whose scholarship crosses disciplinary boundaries and whose energy sparks intellectual creativity across our campuses." We are fortunate to have many current outstanding faculty who are leaders in their fields and are generating important research and creative work. As we continue to build on our strengths, we will continue to attract and recruit other top scholars of similar caliber.

To do so, we must actively seek to identify and develop a qualified and diverse pool of candidates. We must continue to reach out proactively to candidates from under-represented groups and encourage them to apply. We have long valued diversity across many dimensions. As an academic community in a vibrant urban setting, we draw on the riches and resources of a diverse faculty and student body. We remain committed to providing equal opportunity for outstanding women and men of every race, creed, and background.

Beth E. Meyerowitz, vice provost for faculty affairs, is available to consult with academic deans, department chairs, and faculty search committee chairs to develop recruitment ideas related to generating a strong and diverse pool of candidates for open positions. She also is available to speak with recruits to give a perspective on the welcoming climate of the campus and city.

The following is a compilation of best practices for recruitment strategies. I ask deans and search committees to consider which strategies will work best for their needs.

**Posting**

- Discuss the strategies for outreach the school will use each year to identify qualified candidates from under-represented 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 sure that every open position is advertised. Almost all disciplines have specified outlets likely to reach minorities and women, and these should be used in the search process.

**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 under-represented 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 to USC postdocs for informational visits that also provide advanced identification of potential candidates.

**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 find out what alternative opportunities the candidate has, so that your offer stays competitive at all times.
- 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.

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

cc: Academic Deans  
Charles Gomer  
Beth E. Meyerowitz