

APPENDIX A

PREPARATION OF *STANDARD SEARCH AND EVALUATION PROCEDURES (SSEP)*

The Standard Search and Evaluation Procedures (SSEP) describe the standard procedures used to recruit full-time officers of instruction, research and the libraries, as well as full-time teachers at the K-8 School for Children and intercollegiate athletics coaches. Each department, school, institute, center, and the Libraries (“the hiring unit”) that makes appointments in one of these categories must have on file in the Office of the Associate Provost an approved SSEP. These must ensure a wide solicitation of qualified applicants and a thorough examination of their comparative qualifications.

To submit its SSEP, a hiring unit must use the two attached files. The first, “SSEP Cover Page,” must be completed and included when the unit submits the SSEP. The second, “SSEP Form,” is the template the unit should use to describe its actual procedures. Units should duplicate the file and complete it for each rank or position title to which the unit regularly makes full-time, compensated appointments. One form may be used for multiple position titles or ranks if the unit uses the same standard procedures for recruiting for these positions. Detailed instructions for completing this form are provided below.

These SSEP forms provide the basis for the information that is pre-entered onto posting templates in RAPS. When creating a posting for an opening in RAPS, the hiring unit should use the appropriate template as its starting point. To supplement the pre-entered information, the unit will have the opportunity to add a detailed description of the specific position in the RAPS posting, including such information as the subfield and research requirements. Hiring units must not create separate SSEP for different subfields or subdisciplines. The SSEP is designed to describe the procedures for conducting all searches of a specific position title or rank.

The SSEP must be reviewed and approved by the appropriate vice president, dean, or director before submission. This approval must be recorded in the SSEP cover page file, along with contact information for the unit. After the SSEP have been approved, they should be submitted by the vice president, dean or director along with the cover page via e-mail to RAPS@columbia.edu. They will be reviewed by the EOAA office, which will contact the hiring unit if there are questions or changes. The hiring unit will be notified by the EOAA office when the SSEP are approved.

Hiring units should consult with the appropriate vice president, dean, or director or contact the Office of Equal Opportunity and Affirmative Action with any questions about completing these forms.

DETAILED INSTRUCTIONS FOR COMPLETING SSEP FORMS

Both forms are Microsoft Word documents that have been set up so that the hiring unit can enter data into the blank fields, using the tab key to move among fields. The text fields are unlimited in size, so even though the form may seem to provide only a small amount of space in certain fields, the form will expand to accommodate the text.

Cover Page

The cover page serves as the signature page of the departmental representative and vice president, dean, or director, verifying the individuals responsible for the information in the SSEP forms. The hiring unit officer who is responsible for completing the form should enter his or her name under “This SSEP document was prepared by” and then submit the materials for review to the appropriate vice president, dean, or director, who should enter his or her name under “Approved for submission by” as verification that he or she has reviewed and approved these *Standard Search and Evaluation Procedures*.

Standard Search and Evaluation Procedures Form

To the extent the procedures and position requirements vary according to title and rank, the hiring unit must fill out a copy of this form for each title and rank to which it makes appointments. The unit may use one form for more than one title and rank if the standard procedures and position requirements are the same.

Instructions for Specific Fields

Position Title: The hiring unit should check the appropriate box or boxes. If it regularly conducts open rank searches, it must create a separate SSEP for them in which it specifies the titles and ranks for which it is seeking applicants.

Length of Appointment: The hiring unit should only specify a limited term if the appointment is for a limited period of time without possibility of extension. Postings for limited term positions must clearly indicate the length of appointment. Otherwise, the length of appointment should be listed as open.

Process for Authorizing a Search: The appropriate vice president, dean, or director provides this information. After the hiring unit has submitted its SSEP for approval, the vice president, dean, or director should complete this field with a detailed description of the standard procedures for requesting and receiving hire authorization.

Process for Establishing a Search Committee: The hiring unit should describe how it chooses who will serve on search committees. If this is done by nomination and vote, details of this process need to be described.

Size of Typical Search Committee and Ranks Represented on Committee: The hiring unit should describe the composition of the search committee for appointments at the indicated rank, including how many people typically serve, whether the search committee includes both junior and senior faculty, and whether the hiring unit normally invites students and/or officers from outside the unit to serve on the committee.

Length of Time Search Will Be Open: The hiring unit must keep a search open for at least thirty days from the appearance of advertisements in the journal(s) or website(s) it normally uses. The unit may keep it open as long as one year. If the unit keeps the search open for a limited time, it should indicate the number of days in this field. Otherwise, it should leave these fields blank, and the default options of a minimum of thirty days and maximum of one year will apply.

Basic Qualifications and Other Applicant Requirements:

Highest Earned Degree Required: If the hiring unit has a minimum degree requirement for applicants for positions of this title and rank, the unit should enter it in this field. Otherwise, it should leave this field blank. The degree that is entered into this field will become part of the position description and requirements. All applicants whom the unit considers for this position must meet this basic qualification. If the unit chooses a selectee who does not hold the minimum degree required for this title and rank, the selectee will not be given clearance and will require a separate waiver request. The waiver request must refer to the initial search and provide an explanation as to why the selectee is

qualified even though he or she does not hold the minimum degree that was required in the original search.

Experience or Other Special Requirements: The requirements that are entered into this field will become part of the position description and requirements. They should be detailed and capture all that is minimally required for the position. All applicants whom the hiring unit considers for this position must meet these basic qualifications. If the unit chooses a selectee who does not have the indicated experience or meet the special requirements entered for this title and rank, the selectee will not be given clearance and will require a separate waiver request. The waiver request must refer to the initial search and provide an explanation as to why the selectee is qualified even though he or she does not meet the basic qualifications that were required in the original search.

Preferred Qualifications: In this field, the hiring unit should enter qualifications that it prefers but does not require in evaluating applicants. The selection of a applicant who does not meet these qualifications will not require an explanation in the EOAA clearance request; however, the unit may use these qualifications to distinguish between otherwise equally qualified applicants.

Materials All Applicants Are Required to Submit: All applicants must submit their *curriculum vitae* into RAPS as part of the record. The hiring unit may require applicants to submit additional materials as well. These items will appear in the template for positions with this title and rank as items that applicants must upload to RAPS before they can submit their applications. The unit imposes this requirement by checking the “Required” box next to the specific item(s). The unit checks the “Optional” box next to items if it wants applicants to have the option of submitting these materials. It checks the “Not Required” box next to items that the unit does not wish to receive from the applicants.

Advertisement Venue(s)

Venue(s) Where All Positions Are Advertised: The hiring unit lists the venue(s) in this field where it always will advertise all openings. If the venue is online, the listing should include the URL. Typically, this venue will be the venue of the national organization for the unit’s discipline, if such a venue exists. *The Chronicle of Higher Education*, *The New York Times*, and *Monster.com* are not generally sufficient venues for advertising academic positions, and units who advertise in these venues must also advertise in an appropriate professional venue. Any venue, online or print, that is entered under this heading will be the required advertising venue every time the unit conducts a search for this title and

rank. If the unit does not advertise in the venue(s) listed in this field, its search will be out of compliance. If there is no venue in which the unit advertises all positions of this title and rank, the field(s) should be left blank; however, if the unit does not list a venue here, it must provide venues under the following field – *Venue(s) Where Only Certain Positions Are Advertised*. See below. Please note: if the standard venue in which the unit advertises all positions changes after the SSEP has been filed, it should submit revisions to the SSEP indicating this change.

Venue(s) Where Only Certain Positions Are Advertised: The hiring unit should list the venue(s) that the hiring unit may use for particular sub-disciplines or particular types of positions within this title and rank. If a venue is online, the listing should include the URL. The unit should indicate briefly the circumstances under which it would advertise in the particular venue listed in this field.

Advertisement Copy

General Description of Position Responsibilities and Basic and Preferred Qualifications: The hiring unit should provide a description that will be included in every advertisement for positions with this title and rank. This should include the basic qualifications and, separately, the preferred qualifications for the position. This description also might include teaching responsibilities, research expectations, and information about the department. When the unit creates a posting for an opening in RAPS, it will be able to enter additional specific information about that particular position, such as subfield(s) or area(s) of teaching or research interest(s) that are being sought for the appointment. The description provided here should apply to expectations of all appointees at this title and rank.

Other Information That Will Be Included in Every Advertisement: The hiring unit should include any information here that will appear in every advertisement for a position of this title and rank. The unit is not required to enter a deadline for submitting applications in this field; however, when the unit creates an individual posting in RAPS, it will be required to enter a deadline for submitting applications to that particular position and this deadline should appear in all of the advertisements for that opening. All hiring units except those that use their own online recruitment system must include the following statement in their advertisements: “Please visit our online application site <RAPS posting URL> for further information and to apply for this position.” Any unit with its own online system should direct applicants to its web site. If there is any other information that the unit includes in all of its advertisements, it should provide details in this field.

Other Special Instructions to Applicants That Will Be Included in the RAPS Posting: The hiring unit should provide in this field any additional instructions for applicants applying through RAPS. If the hiring unit requires applicants to mail any portion of their applications, it should provide specific details here, including number of copies and mailing address. Any other instructions, such as requiring applicants to register on a different applicant tracking system (for departments that have their own systems), also should be included here. These instructions will appear in the RAPS posting. The unit will have the option to add additional instructions when it creates a posting for a specific position.

Position-Specific Questions To Be Included in the RAPS Posting: If the hiring unit requires applicants to answer additional questions as part of the application process for a position at this title and rank, it should include these questions in this field. The range of possible topics that could be covered by these questions is broad. Examples include questions about special certifications that are required or the applicant's plans to attend a conference where the unit may conduct interviews. If the unit wants to limit the number of possible responses, length of responses, or format of responses to a given question, it should indicate the specific limitations clearly. It should only include questions that apply to all searches at this title and rank. When the unit creates a new posting in RAPS, it will have the option to add additional questions that do not appear in the template.

Evaluation Process

Text of the E-Mail Notification That Will Be Sent to All Applicants by RAPS After They Have Submitted Their Applications: After an applicant applies through RAPS, the system will send an e-mail confirmation notice verifying that the application has been received and is under review. The hiring unit should provide the specific text of this e-mail. This e-mail should be a simple thank you to the applicant for applying but may also include special instructions to applicants.

The Criteria by Which All Applicants Will Be Evaluated: Every applicant who meets the basic qualifications and satisfies the application requirements must receive full consideration. The hiring unit should indicate the criteria used in evaluating applicants at each stage of the process; it should also provide explicit information about the criteria it uses to choose the selectee from the finalist pool.

The Process By Which All Applicants Will Be Evaluated and an Initial Shortlist Created: The hiring unit should indicate in this field how it conducts the initial review of applications and which parts of the application/dossier it focuses on when evaluating applicants at this stage. If the unit uses a ranking

system for applicants at any point in the process, it should provide details. If the unit requires a minimum number of readers for each application, it should indicate that number here. If the search committee meets for discussions at this stage, it should provide details.

The Process By Which the Shortlisted Applicants Will Be Evaluated and an Interview Pool or Finalist Pool Created: The hiring unit should indicate in this field how it conducts the review of shortlisted applicants and creates an interview or finalist pool. It should indicate the parts of the application/dossier it focuses on when evaluating applicants at this stage. If the unit requires a minimum number of readers for each application, it should indicate that number in this field.

The Preliminary Interview Procedures: The hiring unit should provide the details of where and when the unit conducts these interviews, who conducts them, and how many applicants it typically interviews at this stage.

The Campus Visit Procedures and Typical Schedule: The hiring unit should describe in detail the meetings and presentations that are scheduled in a typical campus visit and with whom the unit schedules meetings for the applicants. It should indicate whether applicants are asked to teach a class or give a talk, and it should provide information about the length and audience of any class or talk that the applicants are asked to give.

The Process By Which a Selectee is Chosen: The hiring unit should describe in detail the number of meetings and discussions that are held to discuss finalists and determine a selectee, including who may attend, how the hiring unit conducts votes, and who may participate in these votes. The unit should indicate whether it contacts referees, and if so, what information it seeks from them. If the unit typically ranks applicants with the intention of making a second offer in the event the first one is refused, it should describe how the decision on the ranking is made.