

Best practices for tenure track and tenured faculty recruitment at the Vagelos College of Physician and Surgeons

VP&S is committed to implementing the best practices for tenure track faculty recruitment to ensure we recruit the most creative and collaborative scientists and position them to succeed. To accomplish this goal, we have created a new integrated approach to recruitment that leverages the standing departmental planning and review meetings, the Office for Research (OFR), and the new VP&S Hiring Priorities Committee (HPC). The components of this process and the role of each group are outlined below.

The **Department** proposes the tenure track recruitment to the Dean's office, prepares the necessary materials for review by the Dean's office, Office of Faculty Affairs (OFA), and HPC, oversees the search and recruitment process, and works with OFR and the Dean's office to identify the appropriate resources. The Department is responsible for the ultimate success of the faculty member.

Centers and Institutes will coordinate recruitment with the appointing Department (s).

The **Dean's office** holds departmental planning and review meetings where tenure track recruitment is proposed and approved. The Dean's office receives the recommendations from the HPC and makes the final decision about whether a candidate can be offered a position on the tenure track. The Dean's office also works with the Department on the offer letter and financial plan.

The **Office of Faculty Affairs** oversees the search process, including approving the search plan.

The **Office for Research** coordinates with the Department and the necessary entities to ensure that the necessary research resources (e.g., space, equipment, animal housing) can be provided to the candidate.

The **Hiring Priorities Committee** conducts an academic review of all candidates short-listed by search committees for all tenure track hires.

Consistent with the University's search and hiring guidelines, this document describes best practices for VP&S hiring entities (Departments, Centers, and Institutes) for faculty recruitment¹ and the role of the OFA, HPC, and the hiring entity. These guidelines are the foundation upon which HPC will base its evaluation of proposals submitted by hiring entities seeking to recruit tenure-line faculty. These guidelines apply to pre-tenured and senior (tenured) recruitments in basic and clinical departments.

Faculty recruitment planning

Information about planned tenure recruitments is important to ensure that VP&S can achieve its strategic goals and allocate resources effectively. Such information can also facilitate coordination across departments, preventing unnecessary duplication, competition, and confusion.

Each year the Department chair will present requests for tenure track recruitment to the Dean's office at the winter planning meeting. Those plans will be evaluated by HPC (strategic priorities) and Finance/OFR (resource allocation) and final decisions about tenure track recruitments made at the spring department review meeting. Approved slots that are not filled in any given year will be carried forward to the following

¹ <https://provost.columbia.edu/sites/default/files/content/BestPracticesFacultySearchHiring.pdf>
v.5.6.24

year unless otherwise specified. All approved slots will be tracked in the VP&S tenure track recruitment plan.

Center and Institute Directors will coordinate with the department chairs of the potential appointing departments to plan recruitment slots for the upcoming year. For departmental centers with funding for recruitment, the department chair will present these slots at the annual department recruitment meeting. Center/Institute Directors will present their recruitment plans and confirm the potential departments for the appointment.

Search process

All recruitments into tenure-track faculty appointments at the assistant professor level (after finishing a postdoc and/or residency/fellowship) in both basic and clinical science departments require a robust and objective search process that is overseen by a search committee composed of a minimum of six faculty members, including at least one faculty member from outside the Department. If the recruitment involves more than one Department or is an Institute or Center recruitment, it is essential to ensure representation from all groups on the search committee, including potential host departments. OFA must review and approve the search plan before any search can be started, and once approved, a description of the plan should be shared with the HPC.

The search should be broadly advertised to identify the best candidates for the position. This is true even if the hiring entity has already identified a leading candidate, internal or external, preliminarily before the start of the search process. The search plan should describe how and where the job will be posted and advertised.

For all tenure-track recruitments, in person seminars given by the selected set of invited candidates should be open and advertised to the CUIMC community. Efforts should be made to invite members of the community with overlapping interests and/or expertise.

For Center and Institute led recruitment, Directors will review top candidates with the Department Chairs before coordinating recruitment visits. The candidates' visits will include meetings with departmental leaders (chairs/vice chairs) of appointing departments, and the tenure-track/tenured faculty in the department will be invited to the seminar.

Recruitment process

To ensure no delays in the recruitment process, once the search committee has identified a short list of top candidates (i.e., finalists), candidate CVs and other application materials should be shared with the HPC along with a summary of candidate strengths and weaknesses.

For all recruits into tenure-track positions in clinical and basic science departments, plans for providing space and resources for the new hire should be described with enough detail for the HPC to judge if they are sufficient to allow the recruit to be competitive and productive once they begin at VP&S. The Chair should outline the plan for the investigator to become independent, both with respect to publications and obtaining grant support. This plan should include how the investigator will be mentored and align with the criteria for obtaining tenure at VP&S, as outlined by the Vice Dean of Academic Affairs and COAP.

Target of opportunity recruitment

Given that opportunities to recruit top talent will arise outside of the annual planning process, chairs and directors can propose a target of opportunity recruitment at any point during the year. This process should be initiated with a proposal to the Dean's office. Once the Dean's office has approved moving forward, the VP&S Office for Research ps-officeforresearch@cumc.columbia.edu should be notified to initiate an expedited HPC review and the Office of Faculty Affairs should be notified to ensure appropriate processes are initiated for faculty appointments.