

2026

Academic Search and Recruiting Policies, Procedures, and Practices

Office of Institutional Equity



ACADEMIC SEARCH AND RECRUITING POLICIES, PROCEDURES, AND PRACTICES

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I. INTRODUCTION

In accordance with its legal obligations, the University has developed these search policies and procedures for full-time officers of instruction, research, and the libraries; for intercollegiate athletics coaches; for teachers at The School at Columbia and Tompkins Hall Nursery. While these policies and procedures have been established to comply with federal law, they reflect the University's commitment to equal opportunity and nondiscrimination and its recognition that its educational mission is enhanced by policies promoting merit-based hiring, fairness, and respect for all persons.

This policy applies to all full-time academic personnel decisions, including recruitment, hiring, and promotion.

II. COMMITMENT TO NON-DISCRIMINATION IN ACADEMIC HIRING

Columbia University is committed to providing a working, learning and living environment free from discrimination, and harassment and to fostering a nurturing and vibrant community founded upon the fundamental dignity and worth of all of its members.

Columbia University recruits, employs, retains, promotes, and provides benefits to employees without regard to protected class status. The University also provides reasonable accommodations to individuals with disabilities, individuals observing religious practices, employees who have pregnancy or childbirth-related conditions, or employees who are victims of domestic violence, stalking, and/or sex offenses. Please see the [2025 ADDH policy](#) for more information.

III. STATEMENT OF ETHICAL CONDUCT AND THE ADMINISTRATIVE CODE OF CONDUCT

Columbia University expects all officers of instruction, research, libraries, athletics, and administration; support staff; and students to maintain the highest standards of ethical conduct.

Principles

The basic principles of Ethical Conduct are:

1. Be honest, ethical and truthful.

2. Obey the law. If you are uncertain about what the law or applicable regulations require, seek assistance from your supervisor.
3. Follow University policies and procedures. Make sure you understand your responsibilities. If you have questions about specific issues, you should ask your supervisor. Full policy found [here](#).

It is important that all searches are conducted following the policies and procedures detailed within this document. If you have questions about an academic recruitment policy, contact Equal Opportunity Compliance and Recruitment at eocr@columbia.edu. No Columbia University employee should circumvent these policies or engage in the following unethical activities:

- Applying or asking another Columbia University employee or third party to apply to a position to meet the application pool minimum for candidate clearance
- Failing to advertise position openings broadly to reduce competition in an applicant pool to ensure a candidate already known to the department is hired
- Waiting to post a standard open position thereby decreasing the amount of time that is available for recruitment prior to the position start date to justify requesting a waiver
- Serving on a search committee, evaluating applicants, and then joining the search as an applicant
- Sharing information about applicants with individuals outside of the University

This list is not exhaustive; policy violations should be reported to EOCR. Ethics violations should be reported to EOCR and Columbia University Human Resources. Columbia University employees found to have violated the University Ethical Conduct and Administrative Code of Conduct willingly may be subject to disciplinary review and corrective action.

IV. CONFLICT OF INTEREST

The University requires any search committee member (evaluator) to disclose to EOCR any potential or actual Conflict of Interest while they are actively serving as a search committee member. A Conflict of Interest would include, for example, situations where a search committee member is evaluating applications for an employment opening where an applicant is a family member or close friend, where the search committee member was party to an investigation with an individual in the applicant pool, or where a search committee member has any other pre-existing relationships with individuals in the applicant pool.

If EOCR determines that an actual or potential Conflict of Interest or bias exists, EOCR will take steps to address the Conflict of Interest or bias in order to ensure a fair search process.

V. ONLINE MONITORING IN THE SYSTEM OF RECORD

A. Academic Search and Recruiting (ASR)

Every full-time academic position must be recorded in Academic Search and Recruiting (ASR), our Interfolio based academic applicant tracking system, regardless of whether the search is conducted according to the unit's Standard Search and Evaluation Procedures (SSEP) or an appointment is proposed through a request for a waiver from those procedures. The information is needed to ensure that the University is making good faith efforts towards its compliance goals and that required recordkeeping is being maintained in ASR.

As part of the online application process, every open search and waiver applicant is invited to self-identify race, ethnicity, and gender. Individual voluntary EEO data provided by an applicant is not shared with search committee members or hiring units. It is only accessible to select system administrators who do not have a role in hiring decisions. Applicants have the option to select "I prefer not to disclose" for all voluntary EEO disclosures. Search committee members (evaluators), Committee Managers, and Unit Administrators do not have access to individual level applicant EEO data, and it will not be released to any department or administrator. The hiring unit may only access an aggregate-voluntary-disclosures report as long as there are at least five applicants in the pool.

B. Using third party applicant tracking systems

Hiring units may use third party vendors for recruitment or other online systems outside of ASR. Hiring units that use their own online systems for recruitment must ensure that each applicant in the third-party system also completes an application in ASR. The ASR application must require a CV for each applicant. This data should be collected in ASR before completing a search and requesting EOCR candidate clearance. **If a candidate does not have an application in ASR, they are ineligible for hire.**

★ *Best Practice: Provide a direct link to the ASR posting within your third-party vendor site asking applicants to submit a formal application within ASR to be considered for the role. Let applicants know they need to submit their application on your preferred online system and ASR in order for their application to be considered complete.*

C. Adding Users to ASR

To add users to ASR, Unit Administrators and Committee Managers at Morningside, Manhattanville, and LDEO should fill out the [ASR User Request Form](#) or contact EOCR. Unit Administrators and Committee Managers at CUIMC should contact Azeez Karim. The appropriate office will review and complete requests, including assigning required training. Unit Administrators and Committee Managers should not add users within the system on their own.

VI. STANDARD SEARCH AND EVALUATION PROCEDURES (SSEP)

Most departments will submit or have submitted in the past the Standard Search and Evaluation Procedures (SSEP) to Academic Appointments and EOCR. The SSEP must be reviewed and approved by Academic Appointments and EOCR in order to move forward with a search for a full-time academic professional.

- ★ *Best Practice: Provide adequate time for initial review by both offices. The SSEP will often require edits before Academic Appointments and EOCR approve the department/ school to move forward with the search process. To err on the side of caution, please factor in 3 weeks to complete the entire SSEP approval process for a brand-new position. For SSEPs that were previously approved but have now been edited, allow up to 8 business days for review and approval.*
- ★ *Best Practice: Refer to the [Faculty Handbook](#) for rank requirements for Officers of Instruction and Research.*

The SSEP is a template that details the search plan. The hiring department will identify the officer type (Instruction, Research, Libraries, K-8 School, Intercollegiate Athletics), rank(s) of the role(s), and the school/center/institute where the role will be located. The length of the academic appointment and the processes for authorizing a search and establishing a search committee must be provided. The composition and size of the search committee must also be provided.

- ★ *Best Practice: We recommend a search committee of at least five for Officer of Instruction and Research roles composed of primarily full-time faculty members or researchers, respectively, at various ranks. The majority of the search committee should be at or above the rank currently being considered for employment. When feasible, include junior faculty and researchers.*

The second section of the SSEP asks the department to provide basic qualifications and any additional applicant requirements. These include: degree type and discipline, experience needed to perform the role, a detailed job description, preferred qualifications, required application materials, and advertisement venues.

- ★ *Best Practice: Think about what other disciplines may provide candidates with the skills and knowledge they need to be successful. Include those disciplines in the degree requirement section if known. You may also state a specific degree type and discipline and include the phrase “or related or similar disciplines.”*

A. Guidelines On Advertising

At a minimum, a unit must advertise openings in the venue(s) listed in its SSEP. A unit must advertise position openings in two (2) non-Columbia University sources/sites. HERC and Mitratch Circa do not count toward the two (2) advertising sources minimum. The venue(s) must include at least one national or international print or electronic source. All publications and online sites that are used for advertising a position should be listed in ASR. A search must remain open in ASR no less than 30 days after the advertisements for the position appear in

print or are posted externally online. The advertisements that appear in online venue(s) should be set to expire or be removed by the date that the search is closed in ASR. No advertisement may appear in external venues after the search has been closed in ASR. If the search is not completed within twelve months (365 days) of the original advertisement (i.e., if a selectee has not been identified and undergone candidate clearance), the unit must post a new search in ASR and readvertise the opening if the recruitment is still needed. Each advertisement and announcement must include at minimum: the specific rank(s); the name of the unit(s) in which the officer will serve; the deadline for submitting applications or, if the search committee does not impose a deadline, the date the screening of applications will begin; the URL for the ASR posting; and the statement, “Columbia University is an Equal Opportunity Employer / Disability / Veteran.” It is acceptable to use a single advertisement for more than one opening; however, the advertisement must clearly distinguish among the positions if the ranks, responsibilities, or requirements for each are different. To keep the text succinct, the advertisement may refer applicants to the URL for the ASR posting(s) for detailed information and requirements for the position(s), rather than including this information in the advertisement.

“Columbia University is an Equal Opportunity Employer / Disability / Veteran” is locked into all applicant tracking system templates and must be included in any third-party advertisement copy.

*For CUIMC only: For staff associates, senior staff associates, and clinicians holding full-time instructional appointments with “clinical” as a prefix modifier, the advertising venue used may be a regional source maintained by a disciplinary or professional organization.

- ★ *Best Practice: We recommend broad-based recruitment efforts. Broad-based recruitment efforts are those that do not target a particular segment of the population based on protected characteristics. They target all potentially qualified candidates. If you want to incorporate targeted recruitment efforts, it must not result in any tangible benefit or advantage in the application process such as in application review.*
- ★ *Best Practice: Keep a digital copy/screenshot and confirmation for any external advertisements used. If the search fails to recruit the minimum number of applicants needed, these documents will be reviewed if a waiver is requested to move forward with a hire.*

B. Guidelines on Documents and Supplemental Questions

Academic job postings (Officers of Instruction, Research and the Libraries, Intercollegiate Athletics, The School at Columbia and Tompkins Hall Nursery) cannot require, recommend, or consider diversity statements as a part of the recruitment process. Departments cannot allow applicants to upload diversity statements as an optional document or ask candidates to address the topic within their cover letter.

You can, for example, solicit personal or supplemental statements that ask candidates about their commitment to student success, their experiences working with and teaching students with

varied experiences and backgrounds, and how their individual experiences have shaped their research and scholarship.

If the department would like applicants to address additional questions or if there are special instructions, please include in the SSEP for review or contact EOOCR for additional guidance.

The third section of the SSEP asks departments to detail the evaluation process. This includes providing the text of any custom notification messages, description of the criteria by which all applicants will be evaluated, a description of how the applications will be reviewed and a short list created, the process by which shortlisted applicants will be evaluated and an interview pool determined, and the process for the preliminary interview, subsequent interviews, and/or the campus visit. A detailed description of what the campus visit entails and who the candidates will interact with must be included. The hiring department must also include the process by which a selectee is chosen.

- ★ *Best Practice: ASR allows departments to create five (5) objective criteria to aid in the application review process. We recommend identifying what skills, achievements, instructional models, etc. are important to the department and developing a rubric to fairly evaluate how these criteria are scored (one to five stars) and what material within the application and/or interview process supports your assessment and the score given. The rubric should be determined by the search committee and all committee members (called evaluators in ASR) should use the rubric.*
- ★ *Best Practice: All search committee members (called evaluators in ASR) should review all applications in the applicant pool. We do not use AI to screen for keywords or terms in ASR. If a search is too large (50+ applications) you may have someone sort the applications based on who meets the minimum criteria and have the search committee evaluate only those applications.*
- ★ *Best Practice: We recommend sharing the evaluation section with the search committee. The evaluation section of the SSEP outlines the application review and candidate interview process.*

VII. THE SEARCH PROCESS

After the SSEP is approved by Academic Appointments and EOOCR, the Committee Manager for the hiring department creates the draft post in ASR. You may also use a previously approved SSEP without additional review by Academic Appointments and EOOCR if there have not been any significant changes to the previously approved SSEP. Substantial edits to your previously approved SSEP require approval from Academic Appointments and EOOCR before proceeding with the search.

Full draft post instructions can be found here in the [ASR Toolkit](#) on the OIE website. The draft post is then sent to the Unit Administrator for review and editing if necessary.

A. Authorizing a Search

EOCR clearance procedures for searches conducted according to a unit's SSEP are as follows: Once a unit has received authorization for a search from the appropriate vice president, dean, or director, the Committee Manager must create a posting in ASR using the appropriate template for the position and indicate in ASR that the posting is ready for review by the appropriate Unit Administrator. Upon notification by ASR that a posting is ready for review, the Unit Administrator verifies that the posting reflects the position for which the hiring unit has been authorized to conduct a search and checks the details of the posting for accuracy, completeness, and compliance with the SSEP of the hiring unit. If the posting comports with the SSEP and ASR policies and procedures, the Unit Administrator will verify that the post open date is at least one day in the future prior to approval. After the position has been posted on the ASR web site (automatically cross posting to HERC and Mitrtech Circa), the hiring unit may then proceed to advertise in the designated venue(s) and begin to conduct the search.

- ★ *Best Practice: Review all hyperlinks, submission dates, and deadlines to make sure they are accurate. Pay special attention to the anticipated start date and end date, if applicable.*
- ★ *Best Practice: Request access to ASR for new employees in your department who may serve on search committees as a part of their onboarding process. They will not be able to access any searches until they are added to the search as an evaluator. They will only have access to the searches they are added to while the search is open. Once a search closes, they will no longer be able to access the search.*

VIII. APPLICANT EVALUATION

A. Applying for Open Positions

Applicants can apply via their Interfolio dossier account. Interfolio provides a dossier account (free of charge) that can be used to apply to positions at any school that uses the Interfolio Faculty Search (FS) platform. Applicants will be asked to provide their email address, institution that granted their most recent degree, and degree type. Applicants have the opportunity to upload a CV/resume, cover letters, request confidential letters of recommendation which will be automatically uploaded to their dossier account (contents not viewable by applicant), and upload abstracts, teaching evaluations, etc.

When the applicant is ready to apply to a position, they can select the applicable documents from their dossier account and attach them to their application. They will then be prompted to complete the Voluntary EEO disclosures (applicants may elect to not disclose any information in this section by selecting the option in each subsection, "I choose not to disclose"). Applicants submit their application and receive an onscreen confirmation that their application has been successfully submitted.

IX. MANAGING THE SEARCH

A. Hiring Workflows

As the search committee reviews applicant materials and decides which candidates to advance in the recruitment process, it is the responsibility of the Committee Manager or Unit Administrator to move applicants to the applicable applicant statuses, add disposition codes, and email candidates their final application status. We recommend moving applicants through the hiring workflows as decisions are made instead of waiting until a final selectee has been identified.

- ★ *Best Practice: Please see the [ASR Toolkit](#) for short-form videos demonstrating how to update applicant statuses, update disposition codes and email applicants from within ASR.*
- ★ *Best Practice: If applicants do not meet the minimum requirement as listed in the position opening; move them to the applicant status "not interviewed, not hired," change their disposition code to "does not meet minimum qualifications," and email the candidate their final application status.*

B. Candidate Clearance

To submit a selectee (or selectees) for candidate clearance following completion of a standard search, the Committee Manager or the Unit Administrator must change the candidate status to “selectee” or if this position is an open rank search, the status should be changed to “selectee-[rank].” [Rank] is the rank that the selected candidate will assume.

ASR conducts an automated review of the requested candidate clearance based on set criteria listed in the automatic candidate clearance criteria section. Candidate clearance decisions on selectees are normally made and recorded in ASR three times a day; 10:00am ET, 4:00pm ET, and 12:30am ET. Notice of candidate clearance or failure to clear is automatically sent to the EOCR, to the Committee Managers, and to HRIS. In the event a search fails to clear, the hiring unit should contact the EOCR (LDEO, Manhattanville and Morningside) or Azeez Karim (CUIMC) to determine the next steps.

Each Committee Manager listed on a search will receive an EEO note if a candidate has been submitted for candidate clearance. The EEO note will list the selectee’s name, position number, position title, position type, unit (hiring unit), clearance date, advertising (public or private), anticipated start date, and if applicable, end date. If the position was an open rank search, the EEO note will also include the rank that the selected candidate will hold. You may clear more than one candidate on any search—however, all candidates hired via the same search should be cleared within 6-8 weeks of the first candidate cleared.

Automated clearance criteria are as follows:

- The posting duration must be between 30 and 365 days. On day 366, the system will automatically fail any post submitted for candidate clearance.

- All posts track the open date; the system counts from that date when determining if the post has been active for a minimum of thirty (30) full calendar days. For example, a post that was live for 29 days and 6 hours will fail to clear.
- The posting must contain at least five (5) job applications (for Lamont Doherty Earth Observatory (LDEO), Manhattanville and Morningside campuses), or three (3) job applications for positions at Columbia University Irving Medical Center (CUIMC).
 - All posts have an Applicants Tab which lists all of the applicants in the pool.
 - The system counts the number of individual applicants in the pool. Posts are attached to a location and a location code such as Morningside (01), Manhattanville (06) LDEO (04), Nevis (a research lab) (05), CUIMC (02) and Other (70). The appropriate applicant number trigger is applied to each location.
- The posting must list at least one (1) search committee member (evaluator).
 - When completing the posting draft, the administrative user must add the search committee. All members of the search committee are listed by name and University ID (UNI).
- The posting must have at least two marketing sources (advertisements) listed.
 - There is an advertising section (Hiring Notes) in each post where the department must list the external sites where they will post the position. Popular sites include, The Chronicle of Higher Education, Econ Jobs, Math Jobs, etc.). The external advertisement must be active for a minimum of 30 calendar days.
 - For each external advertising source, include the name of the advertiser, the weblink to the advertisers' site, the dates the advertisement will run.
- You must indicate that this posting is NOT a waiver request.
 - Waivers are reviewed manually. A waiver is an exemption from the open search and automatic candidate clearance policy.

If a position fails to clear, the EEO note will still generate and contain the previously listed information; it will also clearly state that the selectee has not received candidate clearance. Please contact EOCC (LDEO, Manhattanville and Morningside) or Azeez Karim (CUIMC) for further guidance after you review the automated candidate clearance criteria to ensure you did not miss any steps. **Candidates should not receive an offer letter prior to the hiring department receiving a Candidate Cleared approval email.**

- ★ *Best Practice: Review the anticipated start and end dates, prior to moving a candidate to a "selectee or selectee - [rank]" status to ensure a smooth hiring process. Erroneous start and end dates can cause a number of delays in the hiring process.*
- ★ *Best Practice: Submit the selectee(s) for clearance and receive Candidate Clearance before starting the background check process to ensure hire dates are consistent across all CU platforms.*

C. Appointments Not Requiring Candidate Clearance - LDEO, Manhattanville and Morningside

A unit must submit a selectee through ASR, whether chosen by a search or put forward under a waiver, for candidate clearance before making a formal offer of an initial appointment as a full-time officer of instruction, research, or the libraries; an intercollegiate athletics coach; or a

teacher at The School at Columbia and Tompkins Hall Nursery. Candidate clearance is not required for the following cases:

- Full-time postdoctoral research officers with appointments of up to five years. See waiver section "Internal Promotions" for more details.
- Appointing a part-time officer of instruction, research, or the libraries, intercollegiate athletics coach, or a teacher at The School at Columbia and Tompkins Hall Nursery
- Promoting a full-time officer of instruction, research, or the libraries, intercollegiate athletics coach, or teacher at the K-8 School at Columbia to a higher rank in the same category of officers if the individual was cleared prior to his or her first full-time appointment

**You will need a candidate clearance to move a part-time officer of instruction, research, or the libraries, intercollegiate athletics coach, or teacher at The School at Columbia and Tompkins Hall Nursery to a full-time position.*

D. Appointments Not Requiring Candidate Clearance - CUIMC

- Appointment assignments made through a matching program (e.g. residents)
- Appointments of full-time postdoctoral research officers with terms of up to five years if they will not subsequently be considered for promotion to a higher rank
- Promotion of a full-time officer of instruction or research to a higher rank in the same category of officers if the individual was cleared prior to his or her first full-time appointment
- Promotion of a full-time postdoctoral research officer to the rank of associate research officer, if the individual was cleared through a standard search in ASR prior to the initial postdoctoral appointment
- Transference of an officer from one department to another department, for organizational management purposes, if that person's position remains essentially the same

X. CLOSING THE SEARCH

To close out an open search, there are several steps you need to take. This includes entering the disposition code for each applicant, selecting reasons for non-selection from a drop-down menu for all of the applicants who were not selected for appointment, and moving the selectee (whose new status is "Candidate Cleared") to "Hired" if they accept and sign our offer letter. After ensuring that the necessary information about the status of all applicants has been entered into ASR, the Committee Manager or the Unit Administrator should email all non-selected applicants and provide their final application status update. There are several approved templates within ASR for use. Detailed instructions on how to email applicants can be found [here](#).

Before archiving the search, which removes it from the ASR job board and all cross posted job boards, complete the Search Summary Form and upload via the Add File function in the posting. Should you experience issues uploading the document, please contact EOCR for assistance. A blank Search Summary Form can be found [here](#).

XI. WAIVER SEARCHES

A unit will normally use the procedures described in its SSEP to recruit officers of instruction, research, and the libraries; teachers at The Columbia School and Tompkins Hall Nursery; and intercollegiate athletics coaches. In unusual situations, a hiring unit may seek a waiver from the standard search requirements. Waivers are to be used sparingly and the preferred method of academic search and recruitment is a standard open search. Unless otherwise noted, the waiver categories below are applicable at all Columbia University campuses. No waivers may be implemented in a way that introduces the consideration of protected characteristics at any phase of the selection process.

A. Waiver Situations

The following situations may be appropriate for such a waiver:

- **Spousal / Partner Hire:** The recruitment of an officer of instruction or an officer of research may require the appointment of an accompanying spouse or partner in order to secure the recruitment.
 - Note: If the primary recruit does not accept the offer, this waiver reason is no longer applicable and cannot be used to hire the spouse or partner.
 - Example: A Professor is being recruited by MESAAS who will only consider the offer if the Professor's spouse is also offered a position at Columbia University. The recruited Professor's spouse could be waived into a role as part of the recruitment of the Professor.
- **Specialist:** The requirements for certain positions are sufficiently specialized that they can be filled only by a limited number of senior academic officers (Officers of Research, the Libraries and Intercollegiate Athletics), all of whom are known to the professional community.
 - Example: Appointing former President Barack Obama to a full-time Law School faculty role.
- **Visiting Scholar and Research:** A department or school wishes to enrich its curricular offerings by temporarily appointing a distinguished visitor for a semester or one academic year.
 - Example(s): Third party fellowship opportunities that include 1-2 semesters of teaching on a Columbia University campus or a visiting assistant/associate/full professor from a peer institution.

- Example: External Competition: A hiring unit participates in an external competition/fellowship that identifies and selects candidates. The candidates are awarded a time limited opportunity to teach or do research at Columbia University as one of the responsibilities of the competition/fellowship. Duration is typically identified in the rules of the competition/fellowship but often does not exceed 1-2 years.
- **Research Team:** The recruitment of a faculty member or officer of research may require appointing others because they form an established research team.
 - Example: A faculty member or researcher at another institution or organization accepts a position at Columbia University and brings the pre-established research team with them to Columbia University.
 - Note: Recruiting a research team member after the project is transferred to Columbia will require a standard open search.
- **Individual Named in Grant or Offer Letter:** The receipt of a grant may be contingent upon assembling an appropriate research team in advance of its award. This individual must already be a member of the team prior to the grant being awarded.
- **Emergency Hire:** A department or school needs to recruit quickly to maintain optimal staffing levels to sustain operations, courses, and/or research for a limited time.
 - Example(s): Due to sabbaticals three faculty members will be unavailable to teach courses for the upcoming academic year thus the department needs three lecturers to maintain department operations, a faculty/staff member resigns with little to no advance notice, a faculty/staff member needs to take leave (medical/personal, etc.).
 - Example: Unpredicted enrollment increase: A department needs to open additional sections of a course or courses due to an unpredicted enrollment increase. There may not be enough time to conduct a standard search that concludes before the start of the academic term.
 - Note: If you know a year in advance that a faculty member will be taking leave (medical/personal/research) you have ample time to conduct an open search for a time limited replacement.
- **Other - Short-term Grant or Contract:** A hiring unit has a short-term opportunity where there is not enough time for the hiring unit to conduct a standard search prior to the start of the grant or contract, typically six months or less.
- **Other - Short-term Bridge Until the Completion of Ph.D.:** An applicant who has been offered a postdoctoral position but needs to delay the start of their post doc position (to complete their dissertation edits and/or until their degree is conferred) may be offered a staff associate role not to exceed one year (365 days) to allow them time to complete their doctoral degree requirements.
 - Example: Jane Doe is selected for a post-doctoral position starting July 1, 2020 but she just passed her dissertation defense on May 15, 2020 and still needs to complete dissertation edits and have her degree conferred by her University. Jane

Doe can be hired as a staff associate II via waiver for up to a year to allow her time to complete her degree requirements. After her degree is conferred, she will be moved into her post-doctoral position.

- Note: This waiver reason is only for students who have defended their dissertation. A letter from the candidates' home institution must state that they have met all degree requirements and successfully defended their dissertation, this letter should be uploaded via the Add File button to the waiver post. If the student has not yet defended, please reach out to Academic Appointments for further guidance. A waiver must be submitted and approved before a candidate may start work under this waiver reason.
- **Other - Star:** An opportunity arises to recruit a senior academic officer (Officer of Instruction) of great eminence who would ordinarily not be expected to be available, such as a distinguished scholar or nationally renowned artist. This waiver is not appropriate for junior faculty positions or, with rare exceptions, non-faculty appointments.
- **Reinstatement, Returning Employee, Previous Exploratory Visitor:** This waiver reason is only applicable to previous exploratory visitors at the Law School. The previous exploratory visitor must have been hired via an open standard search in order for this waiver reason to be applicable.
- **Internal Promotion:** This waiver reason applies to the following three situations only.
 - LDEO Only - The outstanding achievements of a member of the research support staff (Post Doc) at LDEO may merit a promotion to the rank of staff associate.
 - University Libraries Only - The attainment of a Master of Library Science (MLS) by a Libraries staff member, and the subsequent reclassification of his or her position to officer level, based on increased level of responsibility, may merit a promotion to librarian.
 - CUIMC Only - Promotion of Housestaff or Postdoctoral Officer Previously Appointed through a Match Program to Instructor: An officer originally appointed through a matching program may be promoted to a title of Instructor. This category also includes residents who require a temporary appointment to complete a short-term specialty training assignment beyond their residency period.
 - Note: no one may be promoted internally to the level of Assistant Professor without a full search.
- **Change in Organizational Structure:** This waiver is appropriate when employees are moved from one officer type to another due to an internal reorganization.
 - Example: Staff Assistants who were Officers of Administration were reclassified by Columbia University to be Officers of Research.
 - CUIMC Only - Example: Change of Position Definition for Budgetary Purposes: Officers who receive partial or full financial support from an affiliated hospital or

institute and who have a part-time University position as an officer of instruction or research may be given full-time appointments in response to changes in funding sources if their work responsibilities remain unchanged.

All waiver candidates for an opening must receive Candidate Clearance through ASR before an offer can be made; this includes verbal offers. The reporting and OIE clearance procedures for waivers are as follows:

A waiver draft post is created by the hiring unit. It must include an appropriate position title, full position description, minimum qualifications, position type (limited or continuous), anticipated start date, end date (if time limited). An up-to-date CV must be listed as a required document. Hiring units must provide English translations in ASR for any curriculum vitae in another language. Once the draft waiver post is approved and published by the Unit Administrator, the waiver hyperlink can be shared with the candidate. A waiver post is the only posting type that can be approved and published the same day. The waiver candidate must apply by accessing the hyperlink provided by the hiring unit. The hiring unit should not apply on the waiver candidate's behalf. The waiver entry candidate must complete their application and all Voluntary EEO disclosures. Voluntary EEO disclosures cannot be completed by the department; Interfolio requires that they be completed by the candidate.

The waiver request is reviewed by EOCR. Notice of EOCR clearance or failure to clear will normally be issued by EOCR within eight working days of receipt to the Committee Manager listed on the post. If the waiver receives Candidate Clearance, an EEO note will also be placed on the position in ASR confirming approval. In the event a waiver fails to clear, the hiring unit should contact EOCR to determine the next steps. EOCR may withhold candidate clearance when a waiver does not comport with the University's policies and procedures on equal opportunity and nondiscrimination. Submitting a waiver for EOCR review does not imply automatic approval. **Candidates should not receive an offer letter or verbal commitment prior to the hiring department receiving a Candidate Cleared approval email.**

XII. REVIEW AND APPROVAL BY EOCR

At intervals throughout the academic year, EOCR reviews reports on recruiting and hiring, produced with the data in ASR. EOCR uses these reports to evaluate whether the departments, schools, institutes, centers, libraries, and other hiring units are meeting their responsibility in furthering the University's commitment to equal opportunity, nondiscrimination and merit-based hiring.

Office of Institutional Equity



Email

eocr@columbia.edu

institutionalequity@columbia.edu



Phone Number

212-854-5511



Office Location

80 Claremont Ave

4th Floor, MC 9620

New York, NY, 10027



COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK