

Guideline to Faculty Search Process

1. Committee Composition
 - a. Minority, women and **equity advocate** representation on the committee
 - b. Variety of perspectives (trainees (?), researchers, clinicians)
2. Developing the description of the position
 - a. Broad as possible
 - b. Match department needs, vision
 - c. Faculty input into the needs
3. Announcement of the position
 - a. Language of diversity and inclusion (not just Equal opp,)
 - b. Description of expected contribution to the culture of inclusion and excellence
4. Committee activity
 - a. Charge (Dean Reilly) includes diversity statement
 - b. Training and discussion of bias (Equity advocate)
 - i. Link it Project Implicit (IAT) <https://implicit.harvard.edu/implicit/>
 - ii. Recommend taking race, gender and sexual identity IAT
 - c. Discussion of affirmative action, hiring practices (HR)
 - d. Statement of commitment to diversity and inclusion
 - e. Equity Advocate role on the committee
 - i. Bring up questions about potential bias
 - ii. Serve as a resource to committee members and the chair
 - iii. Remind members of the need to keep inclusive practices at the forefront of the process
 - f. Confidentiality
5. Recruitment activities
 - a. Finding subpools of applicants
 - i. Defining diversity broadly in a mission-focused manner
 - ii. Use phone calls, networks and specifically ask for diverse candidates
 - iii. Include posting on national organizations for minority physicians
 - b. Broadening the pool
 - i. Reopen the search if not diverse
 - ii. Look at nontraditional sources, including outside of academic circles
 - c. Use active search strategies
 - d. Record the process to facilitate review
 - i. Nominated, applied, reviewed, invited
 - ii. Keep copies of advertisements
 - iii. Applicant data form for tracking success
 - iv. Standardized evaluation forms
 - e. Communication
6. Campus Visits
 - a. Include Resources about life in Denver for minorities
 - b. Discuss best approach to real estate
 - c. Dinners with diverse faculty/colleagues
 - i. May include members who are not usually involved in the process

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- ii. Be prepared to answer questions about climate and diversity
7. Evaluation and Decision
 - a. Use standard questions with “correct answers”
 - b. Develop a scoring rubric that the committee agrees upon
 - c. Discuss biases that may exist in the ranking of candidates
8. Negotiation
9. Review the search
 - a. What could have gone better?
 - b. Where did other candidates end up?
 - c. How well did the committee function?
 - d. Were there qualifications that were consistently not met by women/minority candidates? If so, were these relevant and essential?

A few search process resources:

<http://advance.umich.edu/resources/handbook.pdf>

A detailed guide developed and used by the University of Michigan and modeled across the country.

<https://equity.ucla.edu/wp-content/uploads/2016/06/FacultySearchToolkit08072015.pdf>

A particularly interesting approach given the topic of affirmative action and state regulations around hiring practices. See list below.

https://www.youtube.com/watch?v=fL9_gD88xk

A quick video and good reminder from the Ohio State University around unconscious bias in hiring practices.

From UCLA toolkit:

Role of Committee Member Who Assumes Responsibility for Affirmative Action

- Attend Faculty Search Committee Briefing and share the information with your Faculty Search Committee.
- If desired, schedule a briefing for the committee by the office for Equity, Diversity and Inclusion.
- Research a wide variety of advertising options that might net a broader applicant pool than in the past.
- Review the recruitment plan to ensure broad recruitment. Ask for changes to the plan if it is unlikely to net a broad applicant pool.
- Practice active recruitment.
- Compare the applicant pool with availability data and decide if additional recruiting is required.
- Use techniques to combat implicit bias.
- Speak up and ask for the evidence when colleagues fall back upon overuse of schemas.
- Help to make the process welcoming and inclusive for all candidates.