

Guidelines for Academic Senate Position Searches Edits by 2015-2016 Diversity Committee as of 1/7/16

Faculty searches are a serious and important undertaking. If completed properly, they can add to departmental productivity, diversity, standing, and collegiality. Searches are also expensive: they use faculty time, departmental resources and, if handled incorrectly, risk diminishing the Department in the candidate's view and in that of the academic and clinical communities.

As enhancing Diversity is a major strategic initiative for UCSF, and a significant body of research has found that implicit (unconscious) bias impacts hiring and contributes to the lack of workforce diversity, the UCSF Office of Diversity and Outreach has developed a system-wide effort to address implicit bias (<https://diversity.ucsf.edu/resources/strategies-address-unconscious-bias>). These efforts have been incorporated into this document. Implicit biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness

These guidelines are intended as a guide for Search Committee Chairs for Academic Senate positions funded by the University and by affiliate institutions. Searches for non-Academic Senate positions, although subject to the same general principles, differ in important details, and these guidelines do not apply to them. Special considerations exist when one of the candidates is an incumbent. The Faculty Council of the Department of Psychiatry addressed these issues in April, 1993.

Role of the Search Committee

The Committee finds and interviews candidates and makes a recommendation to the Department Chair about both the acceptability of candidates or lack thereof. The Committee develops a pool of applicants, enabling the faculty to judge peer competition and to maximize the Department's negotiating position. Through a series of meetings, the Committee is responsible for developing criteria for the ideal candidate, recruiting a diverse applicant pool, inviting several people for interview, evaluating the candidates' strengths and weaknesses in light of the position, reaching a consensus on suitable candidates, and preparing a final report. In the report, it is also preferable to rank acceptable candidates and to summarize the candidates' strengths and weaknesses.

Role of the Chair

The Search Committee Chair oversees the conduct of the search. She or he:

1. Ensures that the search is conducted according to departmental and University policies;
2. Ensures that the search is conducted in a fair and unbiased fashion;
3. Ensures that the search is conducted to encourage diversity and follows affirmative action guidelines.
4. Ensures that guidelines for incumbents are followed;
5. Keeps faculty informed about scheduled visits and colloquia;
6. Solicits the advice of other members of the Committee and of the rest of the faculty.

The Chair of the Search Committee should not have line responsibility for the position. As much as possible, she or he should be free of conflict of interest about the outcome of the search. That is, the Search Committee Chair should not stand to benefit professionally by the selection of a particular individual, except to the extent that the Department benefits by selection of the best candidate. To insure that the Search Committee Chair is free of undue pressure from other faculty, the Chair should hold the rank of Associate Professor or higher.

Committee Composition

The UCSF Office of Diversity and Outreach recommends that 25% of the membership should be female and/or URM.

PROCEDURES

Meetings

The search begins with a meeting with the Department Chair or, in the case of affiliated hospitals, with the Vice-Chair at that site as well. At this meeting, the responsible faculty member gives the Committee its "charge" by describing the duties of the position, source of funding, academic rank and series requirements; the requirements of acceptable candidates; the qualifications of the ideal candidate, and the anticipated date of hire. The Department Chair (or Vice Chair) will highlight key strategies for increasing diversity (*see below*).

The Chair of the Appointments and Promotions Committee attends this meeting if requested by the Chair of the Department or the Chair of the search committee to review these guidelines and discuss policy issues about academic title and series.

Each Search Committee also has a staff administrator assigned, who takes care of the paperwork involved in documenting the search, places position announcements, and handles scheduling of candidates with the general guidance of the Search Committee Chair. This individual will also schedule meetings, keep minutes of the meetings, and insure that campus process and documentation requirements are fulfilled. The Department Chair's office will determine the administrator for a specific committee.

The second meeting usually involves reviewing the position announcement to be placed in professional journals and discussing avenues to find promising candidates, especially women and minorities. After receipt of the candidates' application packets, the Committee meets one or more times to review the packets and select candidates for interview. Usually, one or two meetings are held after all candidates have visited the University to develop the Committees' rankings of the candidates and agree on a final recommendation to the Department Chair.

It is the responsibility of the Chair of the Committee to hold meetings so that as many members as possible can attend. If members cannot attend a meeting, the Chair should contact them to solicit their opinion on the material discussed, rather than waiting for Committee members to contact them. To facilitate discussion and proper documentation, final decisions about candidates must be made at a meeting rather than via a telephone vote.

Interactions With Other University Personnel

The Committee Chair arranges for candidates to be interviewed by faculty within the Department. These include the Department Chair, Vice-Chair at the site (if there is one) and as many other members of the Executive Advisory Committee as possible, as well as key faculty in the area of recruitment. Also, an effort should be made to include as many interested faculty as possible in the interview schedule; and as many diverse faculty members as possible for in-person visits. A usual visit is for two days, and includes a colloquium by the interviewee in her or his area of interest.

Salary, space, rank, step, or academic title is not negotiated during the interview process. Negotiations are the prerogative of the Department Chair. Although Search Committee members are always free to offer their opinion on any topic they so choose, it is best for all concerned to label personal opinion on these topics as opinion, since these discussions can easily be misconstrued as tantamount to an offer of resources, rank, or even the position itself.

While it is the responsibility of the Committee Chair to solicit the advice of other Committee members and the rest of the faculty, Committee members and general faculty can help a great deal by taking the initiative in contacting the Committee Chair, and the wise Chair will remind her or his colleagues of this opportunity to contribute as often as possible.

Diversity

Increasing faculty diversity is the responsibility of the entire faculty, but Search Committee Chairs and members play a special role. Although the Director of Diversity and the Diversity Committee are available to the Search Committee to help increase the probability that the applicant pool will include minority and women candidates, it is the responsibility of the Search Committee Chair to insure these suggestions are implemented, including delegating responsibility to other Committee members:

- **Mitigating implicit bias**
 - Promote Self-Awareness by strongly encouraging that Search Committee Members take at least one (preferably 3) Implicit Association Test (IAT) to become more aware of their own unconscious biases (Available at: <https://implicit.harvard.edu/implicit/selectatest.html>)
 - To our knowledge, creating concrete and objective criteria for hiring is the only evidence-based strategy that has been proven effective to overcome implicit bias. Therefore, the Search Committee Chair should work with the Committee to create explicit rank-ordered *a priori* criteria for the selection of the candidate (e.g., #1 strong track record of administrative experience; #2 Excellent teaching reviews; #3 publication in high-impact journals) These criteria should be stated at the beginning of every search committee meeting.
 - Explicitly charge all Committee members to focus on women/minority recruitment and review faculty diversity goals for the campus and the School of Medicine
- **Recruiting a diverse pool of applicants**
 - Ask each Committee member to think of a candidate from an underrepresented minority in EACH category (women, African American, Latino, Asian American, Native American, LGBT) for the position
 - Reach out to the Diversity Committee via email or phone for recommendations for women or minorities who might be suitable for the position within a week of the first search committee meeting to increase the probability that the pool for the position will include minority and women candidates.
 - Administrative staff should post the position announcements to reach women and minority target communities (e.g., American Psychiatric Association's Division of Diversity and Health Equity; Association of Women Psychiatrists; Black Psychiatrists of America Newsletter, and American Society of Hispanic Psychiatry). They could also consider contacting alumni relations at Historically Black Colleges and Universities (e.g., Morehouse, Meharry, Howard), Hispanic Serving Institutions, and Women's Colleges.
 - Conduct outreach via email and telephone to actively recruit outstanding minority and women candidates who have been identified. These outstanding candidates should have follow-up emails and phone calls **after** they are interviewed.
- **Creating a favorable interview environment for diverse applicants**
 - Facilitate contact with current women and minority faculty, trainees, and senior staff.
- **Accountability**
 - Search Committee Staff will provide the Chair and Director of Diversity with statistics on diversity at every point of the search committee process (applicant pool, invited to be interviewed, selected candidates).
 - Search Committee Staff will provide the Chair and Director of Diversity with data on the Disposition reason for all candidates who were interviewed. These reasons should be from be drop down reasons per pre-existing UCSF guidelines (<http://academicaffairs.ucsf.edu/academic-personnel/recruitment-retention/media/APR%20Guide%20for%20Search%20Committee%20Chairs%20and%20Staff.pdf>)

The Position Announcement

The position description should be developed and requirements and duties should be clearly specified before an announcement is placed. The search process should not be used as a mechanism to define the position.

The position announcement should include the clinical, research, and teaching duties of the position, and a brief description of the unit where the work is to be carried out. Deadline for applying, starting date, rank, and funding source should also be included. Common journals for position announcements include *Psychiatric News*, *Science*, *Nature*, *New England Journal of Medicine*, *APA Monitor* and *APS Observer*. These will vary depending on the position. The University also recommends certain journals that are targeted at minorities and women. The Diversity Committee has other recommendations on the Department Website that includes both formal and informal media in which the announcement could be placed to attract women and minorities into the applicant pool.

In addition to the standard statement, "*UCSF is an Equal Opportunity/Affirmative Action Employer. Women and minorities are strongly encouraged to apply,*" consider including more specific descriptors of the position that would encourage minority and women applications. These might include statements about programs that address minority/women's issues, relevant patient populations, and need for international languages, among others.

The Colloquium

The colloquium should be scheduled at a time when the Department Chair can attend. Colloquia generally last for one hour. The colloquium is useful in exposing the candidate to a large number of faculty members. All faculty should receive notice of scheduled colloquia and women and diverse faculty members should be encouraged to attend.

Final Report

The final report includes the Search Committee's a priori selection criteria, and their recommendation of acceptable candidates which summarizes their strengths and weaknesses. It is useful to rank candidates, but not essential. The final report must include a description of the steps taken to develop a diverse pool of applicants, diversity of applicant pool and interviewed applicants, address why people interviewed were not selected. The final report should be reviewed by all members of the Committee before it is forwarded to the Chair and Director of Diversity.

Confidentiality

Discussions at meetings of the Search Committee are confidential. Ratings of candidates should not be discussed outside the Committee.

Campus Requirements

The position description, the Search Committee membership, and the search process report must be approved by the Dean's office, the Vice Chancellor, Academic Affairs, and the Affirmative Action office. The search process report must be approved before a formal offer may be made to the candidate. Ensuring adherence to these campus guidelines is the responsibility of the Chairman's office with the assistance of the Staff Administrator.

Other

The Department generally pays for travel and a *per diem* during the candidate's stay. The Committee Chair, Department Chair and, if at an affiliated site, the Vice-Chair for the site usually have a Department-paid dinner with the candidate during the visit. The Staff Administrator handles these details. Questions about special circumstances should be directed to the Department Chair.

Guidelines for Search Committee Chairs on Incumbents and the Academic Search Process

Prepared by Faculty Council 4/93; Revised by EAC 12/03

Applicants for searched positions are sometimes temporary incumbents of the position being searched. Incumbents, like all applicants, must be treated fairly, consistent with departmental and University policies and procedures. In accordance with these policies, the following guidelines should be observed:

1. The incumbent should receive a copy of the position announcement at the same time it is submitted for publication.
2. The Vice-Chair at the work-site, or, if there is no Vice-Chair, the Department Chair, should give the incumbent a description of the search process.
3. Incumbents should be guaranteed an interview.
4. Incumbents should be treated in the same manner as outside candidates, in all respects.
5. Interviewers should ask incumbents questions similar to those asked of other candidates. This would help interviewers to be more objective when they are interviewing people they know, and would help them to obtain more thorough information. It would also encourage the incumbent candidate to take the interview process with familiar faculty more seriously.
6. With regard to timing of the search process, it is important for searches to be concluded and the appointment made in a timely fashion so that unsuccessful incumbents can find alternate jobs.
7. Unless there is some clear justification for doing so, incumbents should not interact with other candidates. However, incumbents may attend other candidates' job talks.
8. The outcome of all searches, including those where incumbents are found, should be formally announced to the faculty.