

School of Medicine Equitable Faculty Search Policy





University of Maryland School of Medicine Equitable Faculty Search Policy

Purpose: University of Maryland School of Medicine (UMSOM) can only fully attain its strategic plan goals when its workforce is comprised of highly qualified, exceptionally skilled, and widely diverse faculty and staff. As an Equal Opportunity and Affirmative Action employer, UMSOM hires the best qualified candidates based on an assessment of their education and work experience against position and organizational requirements. UMSOM prohibits the use of discriminatory practices in employment, and does not discriminate on the basis of race, color, religion, age, ancestry, national origin, gender, sexual orientation, gender identity or expression, physical or mental disability, marital status or veteran's status.

Policy Statement: It is the policy of the University of Maryland Baltimore (UMB) and the UMSOM that faculty positions $\geq 50\%$ FTE at the Assistant Professor and above, are filled through an open national competitive recruitment process and managed by a diverse search committee. All faculty recruitments should obtain approval of the Dean's Office before initiating the search. Any offer letter requires approval of the Dean's Office before being sent to a candidate. A waiver of the search process may be requested and granted under limited circumstances as described in the *UMB Policy on Waivers of Formal Search Requirements for Faculty Appointments (II. 1.00(H))*. All instances of a search waiver require approval from the UMSOM Dean's Office and the UMB Office of Accountability and Compliance.

I. Search Committees

A. Search Committee Composition

- Search committees should demonstrate diverse, equitable representation, including gender balance.
- Every effort should be made to include search committee members from diverse backgrounds
- The Assistant Dean for Academic and Multicultural Affairs is available to review and/or advise on search committee composition.

1. Search Committee Training - Prior to posting the position, all search committee members are to undergo one of the following with a renewal by at least every five (5) years:

- a. UMSOM Everyday Bias for Healthcare Professionals Workshop (either full 2 hour session or abbreviated session specific to search committee), register using the following link <https://www.medschool.umaryland.edu/diversity/Education--Professional-Development/>
- b. The AAMC online presentation: <https://www.aamc.org/what-we-do/diversity-inclusion/unconscious-bias-training> . Complete "Unconscious Bias" and "What To Do About it in the Search and Recruitment Process"

II. Applicant credentials, advertising and pool

1. Search committees should pre-determine the ideal candidate's credentials, including evidence of engaging civilly and professionally with others, and a track record of work that supports equity, inclusion, and diversity.
2. The Diversity Dashboard will provide a department or division's diversity data to further guide faculty searches.
3. Please see **Appendix A** for advertising resources to facilitate developing a broad, diverse applicant pool.
 - a. **Appendix B** includes information on posting language, location and timeframe expectations, a sample position announcement, and information on posting announcements on the UMB's automated applicant tracking system (ATS).
 - b. The offices of the Dean and the Assistant Dean for Academic and Multicultural Affairs are available to provide guidance with position posting language.
4. A perspective statement on equity, diversity, inclusion and civility should be requested from all candidates for leadership positions (e.g. Chair, Division Head, Medical Director, Center Director, etc.) as part of the interview process. Candidates for all other positions should be invited to submit such a statement.
5. The final list of candidates should, if at all possible, include a diverse group for consideration

III. Interview Process – The interview process for all candidates should be standardized to ensure equitable treatment of all candidates. Please see **Appendix C** for recommendations on the interview day including establishing candidate evaluation criteria, and selecting interview questions.

IV. Candidate Assessment - The assessment process for all candidates should be standardized to ensure equitable treatment of all candidates. Please see **Appendix D** for a sample candidate evaluation tool, and additional recommendations on candidate evaluation.

Notes:

- *Per University requirements, documentation from employment searches should be kept for three-years, then discarded.*
- *Policy modified from Harvard University Best Practices for Faculty Searches and University of Michigan Handbook for Faculty Searches and Hiring*

Appendix A – Resources to diversify applicant pools¹

In addition to specialty specific national journals, we strongly recommend placing ads in locations that target women and minorities underrepresented in medicine. The following list is intended to support search committees in publicizing open position(s) to the broadest possible applicant pool. The sites listed below have publicly available job boards for posting positions. The cost varies for each site and some are free. Of note, all posting submitted to Taleo will automatically be posted to the Higher Education Recruitment Consortium and to Insight into Diversity.

BASIC SCIENCE / RESEARCH

American Indian Engineering Science and Engineering Society <http://www.aises.org/careers/job-board>

Association for Women in Science <http://www.awis.org>

National Organization for the Professional Advancement of Black Chemists and Chemical Engineers <https://www.nobcche.org>

Society for Advancement of Chicanos/Hispanics and Native Americans in Science <http://www.sacnas.org>

CLINICAL SCIENCE / PHYSICIANS

Association for American Indian Physicians www.aaip.org

The Association for Academic Minority Physicians <http://www.aampinc.org>

National Hispanic Medical Association www.nhmamd.org

The National Medical Association (an established national network of affiliated community-based organizations with a powerful reach within African American communities across the nation) <http://www.nmanet.org>

HEALTH SERVICES RESEARCH

AcademyHealth (AcademyHealth is dedicated to improving the knowledge base of health care decision-making by supporting the professional development of those who conduct and use health services research, advocating for the tools and funding necessary to do this important work.) <https://jobs.academyhealth.org>

DEPARTMENT SPECIFIC

Anaesthesia Women in Anesthesiology <https://www.womeninanesesthesiology.org>

Emergency Medicine FeminEM <https://feminem.org>

Medicine Association of Black Cardiologists <http://abcario.org> Radiology American Association for Women Radiologists <https://www.aawr.org> Orthopedic Surgery American Association of Latino Orthopaedic Surgeons <http://www.aalos.org/>

Surgery Association of Women Surgeons <https://womensurgeons.careerwebsite.com>

Appendix A (cont'd) – Resources to diversify applicant pools¹

Society of Black Academic Surgeons <http://www.sbas.net>

GENERAL / HIGHER EDUCATION

Academic Careers Online Diversity Job Fair www.AcademicCareers.com

The Academic Network Minority Faculty Applicant Database (MFAD)
<https://academicnetworkinc.com/mfadjobs>

American Association of University Women <http://www.aauw.org>

Association of American Medical Colleges (AAMC) <https://careerconnect.aamc.org>

Executive Leadership in Academic Medicine (ELAM) (senior women faculty at schools of medicine, dentistry and public health) General info:

<http://www.drexelmed.edu/Home/OtherPrograms/ExecutiveLeadershipinAcademicMedicine.aspx> Job listings:
<http://www.drexel.edu/medicine/Academics/Womens-Health-andLeadership/ELAM/Career-Services>

Diverse Issues in Higher Education <http://diverseeducation.com>

Hispanic Outlook on Education <https://hispanicoutlookjobs.com>

Hispanic-Serving Health Professions Schools (HSHPS) <https://hshps.org/news/employment>

Historically Black Colleges and Universities Network: <http://hbcunetwork.com/cgi-bin/jobs/index.cgi>

National Association of Minority Medical Educators <http://nammenational.org/jobs>

Women in Higher Education <https://employer.wihe.com>

Appendix B – Job posting guidelines

- I. Posting language guidelines:
 - a. Each UMSOM faculty position posting **must** include the following statements as required by UMB policy:
 - i. *The University of Maryland, Baltimore and the University of Maryland School of Medicine are equal opportunity/affirmative action employers. All qualified applicants will receive consideration for employment without regard to sex, gender identity, sexual orientation, race, color, religion, national origin, disability, protected Veteran status, age, or any other characteristic protected by law or policy. [The following statement is optional but recommended if space allows] We value diversity and how it enriches our academic and scientific community and strive toward cultivating an inclusive environment that supports all employees.*
 - ii. *Expected rank is Assistant Professor or higher, however, rank and tenure status is dependent on candidate's qualifications (NOTE: Can substitute Assistant Professor with Associate Professor or Professor as appropriate)*
- II. Posting location guidelines:
 - a. UMB requires all positions be posted through UMB's automated applicant tracking system (ATS – currently *Taleo*). Posting in the ATS automatically includes posting on UMB's website, UMSOM's website, and other general venues as selected by UMB (at the time of this policy these include *The Chronicle for Higher Education*, the *Mid-Atlantic Higher Education Recruitment Consortium* (Mid-Atlantic-HERC), *Indeed.com* and *Insight into Diversity*).
 - b. For faculty appointments at the Assistant Professor level or higher, it is required that the position will be posted in at least one appropriate national or international sub-specialty journal or association targeting the appropriate candidates and directing interested candidates back to the ATS for electronic application Posting can be in-print or on-line.
 - c. Be cognizant of using gender neutral language in postings.
 - d. To increase diversity of the applicant pool, please also consider posting in the resources listed in Appendix A.
- III. Posting timeframe guidelines:

Allow position to be open for acceptance of applications for an amount of time appropriate to the nature of the position and the state of the labor market, preferably greater than:

 - a. Fourteen (14) calendar days for any non-tenure track, non-leadership position
 - b. Twenty-one (21) calendar days for any senior level position (tenure track, tenured or entail a significant leadership role)
- IV. See sample faculty posting on following page.

Appendix B (cont'd) – Job posting guidelines – SAMPLE FACULTY POSTING

NOTE: While some of the language in this template is required, the job description and qualifications should be customized to the position. Also be cognizant of gendered language and strive toward gender neutral language (see: http://www.fortefoundation.org/site/DocServer/gendered_wording_JPSP.pdf?docID=16121 and <http://gender-decoder.katmatfield.com/>)

[JOB TITLE] (POSITION NUMBERS): The Department of *[DEPARTMENT]*, Division of *[DIVISION]* at the University of Maryland School of Medicine is recruiting for *[INSERT PAY STATUS AND HEADLINE DESCRIPTION]* with a focus on ____ OR with expertise in ____.

[SAMPLE GENERAL DESCRIPTION OF POSITION] The Department/Division of ____ at the University of Maryland School of Medicine is recruiting a _____. This position will *[FILL IN GENERAL DESCRIPTION]*

[SAMPLE QUALIFICATIONS]

Candidates must be board certified/eligible in internal medicine and eligible for an unrestricted license in the State of Maryland. This position requires a medical degree from a recognized accredited domestic university (or foreign equivalent), a strong commitment to patient care and teaching, and the ability to work well in a team setting.

OR

Candidates must have a Ph.D., as well as experience in using state of the art __, __, __ and __ technologies. The successful candidate will be expected to contribute to ongoing research projects, as well as develop their own research program over time, and additionally will provide supervision to staff and fellows within the laboratory. Expected rank for this position will be Assistant Professor or higher, however, final rank and tenure status will be commensurate with selected candidate's experience.

For immediate consideration, please send a cover letter and a recent CV, including names and contact information of three references to the following link: [*\[INSERT TALEO LINK\]*](#)

For additional questions after application, please email [*\[INSERT CONTACT EMAIL\]*](#)

UMB is an equal opportunity/affirmative action employer. All qualified applicants will receive consideration for employment without regard to sex, gender identity, sexual orientation, race, color, religion, national origin, disability, protected Veteran status, age, or any other characteristic protected by law or policy. [FOLLOWING STATEMENT IS OPTIONAL]: We value diversity and how it enriches our academic and scientific community and strive toward cultivating an inclusive environment that supports all employees.

Appendix C – Interview Process

1. Standardize interview day structure to ensure equitable treatment of all candidates
 - a. Same opportunity to meet with same number of interviewers for all candidates
 - b. Strive to have all candidates meet with a member of the DAC SOM or a Departmental EDI Officer.
2. Based on the qualifications and credentials criteria pre-determined by the search committee, select standard questions that will be asked of all candidates.
3. Be cognizant of inappropriate and illegal questions as detailed in the various categories below¹:

Work/Visa Status and Citizenship

- Illegal: Are you a U.S. citizen? You sound like you have an accent, where are you from? Where were your parents born? What is your native language?
- Legal: Are you authorized to work in the U.S.? What languages do you speak (if relevant to the position)?

Marital/Family Status

- Illegal: Are you married? Do you have children? If so, what do you do for child care? Are you planning to have children soon? Have you ever been divorced? Where is your spouse employed?
- Legal: Are you willing and able to put in the amount of overtime and/or travel the position requires? Are you willing to relocate?

Age

- Illegal: How old are you? When were you born? How long have you been working?
- Legal: Do you have any concerns about handling the long hours and extensive travel that this job entails? Are you at least 18 years of age?

Disability Status

- Illegal: Do you have any disabilities or medical conditions? How is your health? Do you take any prescription drugs? Have you been diagnosed with a mental illness? Have you ever been an alcoholic? Have you ever been in rehab?
- Legal: Are you able to perform this job with or without reasonable accommodation? Do you have any conditions that would keep you from performing this job?

Religion

- Illegal: What is your religion? Are you practicing?
- Legal: Can you work on weekends (should only be asked if the position requires working on weekends)?

Arrest Record

- Illegal: Have you ever been arrested?
- Legal: Have you ever been convicted of any crime other than a traffic violation?

Appendix D – Candidate Assessment Recommendations and Sample Candidate Evaluation

Standard evaluation tools support equitable assessment of all candidates using pre-determined qualifications and credentials, see sample tool below and on next page.

1. Work to equally weigh evaluation feedback and input from all search committee members
 - Invite all members to contribute their opinion, remembering to allow quieter and more junior members to speak.
2. Discuss differences of opinion as a group and hold a vote if necessary.

This following evaluation format is offered as a general template; search committees should feel free to modify this for their own purposes. These questions are designed for assistant/associate professor faculty searches; committees may want to modify some of the language used for non-ladder and tenured faculty searches.

Candidate’s Name: _____

Please indicate which of the following are true for you (check all that apply):

<input type="checkbox"/> Read candidate’s CV	<input type="checkbox"/> Met with candidate	<input type="checkbox"/> Read candidate’s scholarship
<input type="checkbox"/> Attended meal with candidate	<input type="checkbox"/> Read candidate’s letters of recommendation	<input type="checkbox"/> Other (please explain)

Please comment on the candidate’s scholarship (noting the basis of your assessment):

Please comment on the candidate’s teaching ability (noting the basis of your assessment):

Please comment on the candidate’s clinical ability (noting the basis of your assessment):

Please rate the candidate on each of the following:

1= Poor, 2= Good, 3= Very Good, 4= Excellent

	N/A	1	2	3	4
Potential for (Evidence of) scholarly impact					
Potential for (Evidence of) research productivity					
Potential for (Evidence of) research funding					
Potential (Demonstrated ability) to attract, teach, and mentor diverse students					
Potential for (Evidence of) collaboration					
Relationship to the department’s priorities					
Ability to make a positive contribution to department’s climate (Professionalism)					
Potential (Demonstrated ability) to attract and supervise graduate students					
Potential (Demonstrated ability) to teach and supervise undergraduates					
Potential (Demonstrated ability) to be a conscientious department/School community member					
Potential to add to diversity of faculty					
Potential for (Evidence of) clinical skill and knowledge					