

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 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 any individual's protected class.

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. Please see the [Office of Academic Administration Faculty Recruitment](#) website for process guidelines and forms for seeking Dean's Office approval to recruit, finalize an offer or to seek a recruitment waiver.

I. Search Committees

A. Search Committee Composition

- Every effort should be made to include search committee members from diverse backgrounds consistent with best recruitment practices
- The Office of Academic Administration is available to review and/or advise on search committee composition.

1. Search Committee Training - Prior to posting the position, it is highly recommended that all search committee members undergo one of the following and take a refresher course 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 at the following link:
<https://www.medschool.umaryland.edu/diversity/Education--Professional-Development/>

- b. [The AAMC online presentation:](#)

II. Applicant credentials, advertising and pool

1. Search committees should pre-determine the ideal candidate's credentials, to include such things as evidence of engaging civilly and professionally with people of various backgrounds or a track record of work that supports alleviating health disparities.
2. 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 Office of Academic Administration is available to provide guidance with position posting language.
3. A perspective statement on integration of health equity and/or professionalism into career endeavors 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 may also be invited to submit such a statement.

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.

Note:

- *Per University requirements, documentation from employment searches should be kept for three years, then discarded.*

Appendix A – Resources to broaden applicant pools¹

We recommend placing ads in a variety of venues in order to broaden the outreach of the search and solicit a broad pool of applicants. Below are a few examples of sites that may be used to broaden the exposure of a position opportunity. 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 in other locations including, for example, Indeed.com and the Higher Education Recruitment Consortium.

BASIC SCIENCE / RESEARCH

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 <http://www.nmanet.org>

HEALTH SERVICES RESEARCH

AcademyHealth <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://abcadio.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>

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

GENERAL / HIGHER EDUCATION

Academic Careers Online Diversity Job Fair www.AcademicCareers.com

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

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)

<http://www.drexelmed.edu/Home/OtherPrograms/ExecutiveLeadershipinAcademicMedicine.aspx> Job listings:

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

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

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 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)
- b. Maryland has passed the [Senate Bill 525](#), which requires certain disclosures in ALL internal and external postings. Specifically, the laws states that all postings must include:
 - i. A minimum to maximum salary range (can be base salary)
 - ii. General description of available benefits
 - iii. Any other compensation offered as part of the position (e.g. bonuses)

It is therefore recommended that you use the most recent AAMC All Schools fixed salary range for the particular specialty based on rank with the 25th percentile as the minimum and 90th percentile as the maximum. Include the following paragraphs in the posting:

The referenced salary range reflects base pay, which is based on faculty rank and years in rank. This salary range does not include all components of the [DIVISIONAL/DEPARTMENTAL] faculty compensation program or pay from participation in [DEPARTMENTAL/DIVISIONAL] variable compensation programs. Therefore, the actual compensation paid to the selected candidate may vary from the salary range stated herein. For more information, please contact the hiring department.

The referenced salary range represents the minimum and maximum salaries for this position and is based on the University of Maryland School of Medicine's good faith belief at the time of posting. Not all candidates will be eligible for the upper end of the salary range. The actual compensation offered to the selected candidate may vary and will ultimately depend on multiple factors, which may include the successful candidate's geographic location, skills, work experience, internal equity, market conditions, education/training and other factors, as reasonably determined by the University.

UMB offers a comprehensive [benefits package](#) that prioritizes wellness, work/life balance, and professional development. This position participates in a retirement

Appendix B – Job posting guidelines (cont'd)

*program that must be selected and is effective on your date of hire. Faculty receive a generous leave package that includes over 4 weeks of vacation accrued each year, paid holidays, personal leave, unlimited accrual of sick time, and comprehensive health insurance; professional learning and development programs; tuition remission for employees and their dependents at any University System of Maryland school.**

[*Note: This statement must be modified for part-time positions less than 50% FTE.]

Per the [Maryland Department of Labor Wage Range Transparency FAQ page](#), it states that it is okay to include a link in the posting to wage range and benefits information as long as all required information is included via the link and it is easily accessible.

II. Posting location guidelines:

- a. UMB requires all positions be posted through UMB's automated applicant tracking system (ATS – currently *Taleo soon to be Quantum HCM*). Posting in the ATS automatically includes posting on UMB's website, UMSOM's website, and other general venues as selected by UMB
- 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. 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.

[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 _____.

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

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.

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.

Expected Salary Range: \$XXX,XXX to \$YYY,YYY. The referenced salary range reflects base pay, which is based on faculty rank and years in rank. This salary range does not include all components of the [DIVISIONAL/DEPARTMENTAL] faculty compensation program or pay from participation in [DEPARTMENTAL/DIVISIONAL] variable compensation programs. Therefore, the actual compensation paid to the selected candidate may vary from the salary range stated herein. For more information, please contact the hiring department.

The referenced salary range represents the minimum and maximum salaries for this position and is based on the University of Maryland School of Medicine's good faith belief at the time of posting. Not all candidates will be eligible for the upper end of the salary range. The actual compensation offered to the selected candidate may vary and will ultimately depend on multiple factors, which may include the successful candidate's geographic location, skills, work experience, internal equity, market conditions, education/training and other factors, as reasonably determined by the University.

UMB offers a comprehensive [benefits package](#) that prioritizes wellness, work/life balance, and professional development. This position offers a retirement program that must be selected and is effective on your date of hire. Faculty receive a generous leave package that includes over 4 weeks of vacation accrued each year, paid holidays, personal leave, unlimited accrual of sick time, and comprehensive health insurance; professional learning and development programs; tuition remission for employees and their dependents at any University System of Maryland school. Note: Leave and tuition benefits are prorated for part-time employees.

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

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

UMB is an equal opportunity 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. If you need a reasonable accommodation for a disability for any part of the employment process, please submit an online [request](#) or contact HRDiversity@umaryland.edu. Please note that only inquiries concerning a request for reasonable accommodation will be responded to from this email address.

[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 the following document available on the UMB website: [Faculty-Recruitment-and-Interviewing-Best-Practices.pdf](#)

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
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 students of all backgrounds					
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 for (Evidence of) clinical skill and knowledge					