Diversity Search Advisor in Departments
Perelman School of Medicine (PSOM) • University of Pennsylvania

Role and Responsibilities

“Diversity Search Advisors will replace faculty Affirmative Action Officers and, through their increased numbers and closeness to the search process, will make possible the design of broader applicant pools and more detailed scrutiny of a wide group of candidates. Although there may be School-level variations, early engagement of the Diversity Search Advisor in the recruitment process will be an essential element of all School diversity plans.” (Penn's Action Plan for Faculty Diversity and Excellence, June 27, 2011)

Responsibilities:

• Works diligently to promote the goals of the Perelman School of Medicine Plan for Faculty Diversity and Inclusion
• Maintains a working knowledge of University and PSOM policies and procedures related to faculty searches, faculty tracks and appointments
• Serves as a resource in defining the faculty position and aligning the responsibilities and goals of the position with the faculty track; works with Faculty Coordinator, Department Chair, Search Committee Chair in creating the advertisement
• Reviews and approves the final faculty ads prior to publication [See attached Faculty Ad Checklist]
• Evaluates national pool data and participates in designing the recruitment effort to assist in ensuring outreach through various methods (journal ads, direct contact, professional listserves, contacts at national meetings, etc.) to a broad pool of candidates and that proactive search practices are used for recruiting faculty.
• Works with departmental COAP Chairs, Education Officers, Vice Chair for Faculty Affairs/Faculty Development, other department leadership for development of strategies for improving the faculty pipeline
• Works with department leadership, the Vice Dean for Inclusion and Diversity, and Faculty Affairs and Professional Development (FAPD) to ensure that appropriate and compliant searches are conducted
• Works with Faculty Coordinator as needed throughout the search including ensuring appropriate documentation of the search
• Ensures that Search Committee members are familiar with University and PSOM policies, unconscious bias, appropriate interview questions and evaluation and selection of candidates; reinforce the importance of collecting and maintaining documentation about the search process
• Attends first Search Committee meeting for each faculty search in the department; may wish to attend more meetings if possible
• Serves on Search Committee whenever possible
• Provides advice and support to search committees and ensures that every qualified candidate is given equal consideration
• Identifies key themes affecting the search process and recommends learning opportunities
• Reviews and approves the Affirmative Action (AA) Appointment Form confirming that the search process was conducted in accordance with University policy
• Reviews and approves Affirmative Action (AA) Promotion and Termination forms confirming that actions were conducted in accordance with University policy
• Participates in meetings with other Diversity Search Advisors, Vice Dean for Inclusion and Diversity, Vice Dean for Faculty Affairs, Office of Faculty Affairs and Professional Development
Lead Diversity Search Advisor
Perelman School of Medicine (PSOM) • University of Pennsylvania

Role and Responsibilities

The Lead Diversity Search Advisors report jointly to the Vice Dean, Inclusion and Diversity and the Executive Director of the Faculty Affairs and Professional Development. The following bullet points highlight the key responsibilities of the position:

- Serves as a resource for PSOM Diversity Search Advisors in promoting the goals of the Perelman School of Medicine (PSOM) for faculty diversity and inclusion, and regarding the policies and procedures related to faculty searches, faculty tracks and appointments;

- In collaboration with the Offices of Inclusion and Diversity (OID) and Faculty Affairs and Professional Development (FAPD), assesses, develops, and promulgates best practices in the development of the broadest and strongest candidate pools and the attraction of diverse, qualified candidates;

- In partnership with the Associate Director of Faculty Affairs, meets with each Department’s faculty coordinator and DSA(s) annually; Provides orientation and training to newly appointed DSA’s in PSOM; Develops DSA resources and tools and assures that the DSA cohort is aware of these resources;

- Serves as a departmental DSA as appropriate. In this role, reviews and approves the Affirmative Action Appointment form confirming that the search process was conducted in accordance with University policy as needed; Reviews and approves Affirmative Action Promotion and Termination forms confirming that actions were conducted in accordance with University policy as needed;

- Works with departmental leadership, PSOM leadership, the Vice Dean of Inclusion and Diversity, the Vice Dean of Faculty Affairs, and Faculty Affairs and Professional Development (FAPD) to ensure that appropriate and compliant searches are conducted;

- Works with Vice Dean of Inclusion and Diversity and PSOM leadership to develop retention policies and programs to enhance diversity;

- Works collaboratively with the Office of the Vice Provost for Faculty on initiatives and programs supporting Penn’s Action Plan for Faculty Diversity and Excellence;

- Serves as the DSA representative to the Advisory Council of the Office of Inclusion and Diversity and supports the mission and goals of the Office;

- Develops and updates an institution-wide agenda in faculty diversity in collaboration with Vice Dean and FAPD;

- Serves as a back-up for the departmental DSA’s when the designated DSA is not able to do so due to a conflict of interest or other unavoidable circumstance;

- Participates in the development of faculty professional development programs;

- Leads and/or participates in the scholarly initiatives of the OID;

- Other duties as assigned.
Faculty Ad Checklist for Diversity Search Advisors (DSA)

Overview of Ad Text

1) Are the duties and responsibilities of the position clearly defined so that applicants would have an understanding of what the job entails?

2) Are the requirements of the position clearly described?

3) Does the description include the targeted area or field?

4) Review description to ensure ad is not too narrow and is not written to fit a particular candidate or a limited pool of candidates.

5) Review search committee members listed to ensure diversity.

Faculty Tracks

A chart showing the clinical, research and education responsibilities of the full-time tracks (Tenure, Clinician-Educator, Research and Academic Clinician) may be accessed at: [http://somapps.med.upenn.edu/fapd/documents/ext00235.pdf](http://somapps.med.upenn.edu/fapd/documents/ext00235.pdf)

<table>
<thead>
<tr>
<th>Clinical Activities (where applicable)</th>
<th>Tenure</th>
<th>Clinician Educator</th>
<th>Academic Clinician</th>
<th>Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some/moderate</td>
<td>Significant</td>
<td>Significant</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Educational Activities</td>
<td>Some/moderate</td>
<td>Some/moderate</td>
<td>Significant</td>
<td>None or Minimal</td>
</tr>
<tr>
<td>Research Activities</td>
<td>Research is primary focus of position; Leader in research</td>
<td>Evidence of scholarship is required; Collaborator and sometimes leader in research</td>
<td>Research is not required; May be involved in patient-oriented research as collaborator &lt;10% effort</td>
<td>Research effort is 90-95%; collaborative research and sometimes leader</td>
</tr>
</tbody>
</table>
Diversity Search Advisor Checklist
Faculty Searches in the Perelman School of Medicine
at the University of Pennsylvania

Diversity Search Advisor (DSA) Support
- The Office of Faculty Affairs and Professional Development (FAPD) is available at anytime to assist Diversity Search Advisors with questions or search process issues that may arise.
- Diversity Search Advisors may contact their Lead DSA at anytime to consult on the search process and search issues that may arise.

Resources for Diversity Search Advisor
https://www.med.upenn.edu/fapd/dsa-resources.html

Proposed Faculty Recruitments
- The Diversity Search Advisor (DSA) meets annually with the Department Chair/Division Chief to review and discuss proposed faculty recruitments for the upcoming academic year:
  - How many faculty recruitments are planned for the academic year?
  - What resources are available for these new positions?
  - Identify the titles and tracks of each faculty position.
  - The Diversity Search Advisor meets annually with the Faculty Coordinator to review search processes and discuss how the searches for the coming year will be handled.

Review and Approval of Faculty Ads
- The Diversity Search Advisor reviews the faculty ad text for each faculty recruitment position in the department and approves or requests revisions prior to approval:
  - The DSA discusses with the Department Chair/Division Chief /Search Committee Chair the text and content of the ad.
  - The Faculty Coordinator in the department works with the Department Chair/Division Chief /Search Committee Chair to develop the faculty ad text.
  - The Faculty Coordinator enters the faculty ad text into the FAPD AD Generator and submits to the Diversity Search Advisor electronically. The DSA will receive an email message to review the faculty ad.
  - The DSA may propose changes to the ad text, in which case it goes back to the Faculty Coordinator for revisions. Once these are made, it is resubmitted to the DSA for approval.
  - After the faculty ad is approved by the DSA, it is posted immediately on the FAPD website and Department website, and is available for faculty applicants to apply for the position.
  - The Faculty Coordinator is responsible to coordinate the ad publication in required professional journals; they will distribute the national search letter and ensure that ad placement is in compliance with national or limited search guidelines.

Faculty Search Process
- The Diversity Search Advisor is available as an advisor and consultant, throughout the faculty search process to the Search Committee Chair /Members.
The DSA serves as a resource to the Department Chair/Division Chief to identify a Search Committee Chair and members for each faculty position; The DSA ensures diverse search committee membership.

The DSA should attend the first Search Committee meeting of each faculty search.
- Before the first meeting, forward the AAMC Unconscious Bias Webinar by email to Search Committee members.
  https://www.aamc.org/members/leadership/catalog/178420/unconscious_bias.html
- At the first meeting, ensure that the faculty ad description is reviewed by the Search Committee.
- The DSA may review the Penn Diversity Action Plan with search committee members
- The DSA may present the Unconscious Bias PPT to search committee; Contact Faculty Affairs & Professional Development (FAPD) or Office of Inclusion & Diversity (OID) for a copy
- Review and discuss outreach strategies to diversify the applicant pool with Search Committee members. [Attached is Checklist for Outreach Strategies]
- Encourage Search Committee Chair & Members and Department Chair to engage in proactive outreach to qualified applicants, using phone calls, professional networks, national meetings, etc., to identify applicants for the position.
- Remind search committee that all applicants who apply to the ad should be reviewed to see if they are qualified for the position as described in the ad

The DSA may assist in identifying resources for outreach to diverse applicants.

The DSA may respond to questions the Search Chair/Members pose about the search process.

The DSA may participate on the Search Committee but it is not required to be a member or attend all search meetings. The Diversity Search Advisor serves in an advisory role.

The DSA may recommend resources for recruiting the preferred candidate, such as the Faculty Opportunity Fund, and Dual Career Funding, if applicable.

**Final Documentation of Faculty Search**

- Once the faculty search is completed, the Diversity Search Advisor reviews, approves and signs the Affirmative Action (AA) Appointment Form, or requests a revision or clarification, to confirm that the faculty search process was conducted in accordance with University policy.
  - The Faculty Coordinator will prepare and complete the Affirmative Action Appointment Form in the online application.
  - The Faculty Coordinator may ask the Diversity Search Advisor’s assistance in reviewing the faculty search documentation.
  - The DSA may attend final decision-making meetings to assure that the discussion of candidates proceeds along compliant lines. The DSA is in an advisory capacity only regarding process at these meetings.
  - The DSA approves and signs the AA Appointment form
Outreach Strategies for Faculty Searches

Outreach strategies involve communication with individuals and groups outside of Penn with the goal of building a diverse applicant pool. This checklist will assist the Diversity Search Advisor and Search Committee Members to show outreach strategies used in the faculty search process. The Affirmative Action (AA) Appointment Form, specifically asks for a response about outreach activities.

“List any special efforts used to generate a broad and diverse pool of applicants, including, but not limited to: outreach through conferences, efforts to create a diverse search committee, dissemination of research on unconscious bias, contacting other institutions for diverse colleagues and/or outreach to women’s and minorities professional organizations.”

NOTE: The Faculty Coordinator or/Search Staff or/Search Committee Chair may document outreach activities below; Include with search documentation on the Affirmative Action (AA) Appointment Form.

<table>
<thead>
<tr>
<th>Proposed Faculty Position:</th>
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<tbody>
<tr>
<td>Rank/Track _____________________________________________________________</td>
</tr>
</tbody>
</table>

- **Contact with potential candidates? List names and dates of contacts:**
  1. ________________________________________________________________
  2. ________________________________________________________________
  3. ________________________________________________________________

- **Contact with professional women and minority organizations? List names and dates of contact:**
  1. ________________________________________________________________
  2. ________________________________________________________________
  3. ________________________________________________________________

- **Women and minority scholars whose help you have solicited in outreach for this position? List names:**
  1. ________________________________________________________________
  2. ________________________________________________________________
  3. ________________________________________________________________

- **National search letter sent to universities, schools, departments, graduate groups? Document where they were sent for upload to AA Appointment Form:**
  1. ________________________________________________________________
  2. ________________________________________________________________
  3. ________________________________________________________________

- **Ads have been posted and run at least three (3) months before effective appointment date. List names of journals/publications and dates:**
  1. ________________________________________________________________
  2. ________________________________________________________________
  3. ________________________________________________________________

- **Contact with peer organizations and academic departments? List names and dates of contact:**
  1. ________________________________________________________________
  2. ________________________________________________________________
  3. ________________________________________________________________

- **Contacts /networking at national meetings/conferences for faculty recruitment? List titles and dates:**
  1. ________________________________________________________________
  2. ________________________________________________________________
  3. ________________________________________________________________

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