1) Department initiates a formal search process
   - A *national* search is required for all new Standing Faculty (Tenure and CE); and Research Track faculty appointments.
     - *The search process should be sufficiently broad to capture all qualified individuals, including those who are members of underrepresented groups. Ensure that full and fair consideration has been given to women and minorities.*

a) Establish a formal search committee for each faculty position
   - Search committee should be appointed by the department chair.
   - The search committee will include minimum of three (3) faculty members; ensure membership is diverse to include women and minorities; the Diversity Search Advisor (DSA) may serve on the search committee, but is not required as search committee member. The DSA serves as an advisor to the search committee.
   - Review proposed search committee members with the Search Chair and Diversity Search Advisor (DSA). A faculty member from outside the department would be able to provide objective perspectives and will be helpful if the position is designed to collaborate with other departments.
     - *Wherever possible, search committees should include individuals from groups underrepresented on the Penn faculty, proponents of diversity, and individuals with clinical and research interests compatible with those sought through the search.*

b) Create a faculty position for advertisement
   - Faculty positions must be advertised and searches conducted in accordance with the Affirmative Action Guidelines and procedures of the University and the Perelman School of Medicine.
   - First, login to my.med and create the faculty position in FAPD Ad Generator; Next, submit the position to Interfolio Faculty Search and add the search committee members; Review the position description for accuracy and submit for approval in Interfolio Faculty Search.
   - The position must be approved by FAPD staff and a Diversity Search Advisor (DSA) before publishing in journals and open to applicants.
   - After DSA approval, the faculty position is posted on the Faculty Affairs & Professional Development (FAPD) website in Open Faculty Positions.
   - Approved faculty positions will be uploaded automatically from Interfolio Faculty Search to the following publications: ‘Inside Higher Ed’ and ‘Diverse Issues in Higher Education’.
   - The faculty position must be published in a minimum of one (1) professional journal (journals may be either on-line or hard copy publications). The ad placement services with the Penn vendors, Articus or JobElephant may be helpful for publishing your ads.
   - Additional outreach should be conducted to women’s and minority organizations to expand and diversify the applicant pool: Diverse Advertising Resources.
   - A national direct search letter from the department chair/search committee chair may be sent to universities, schools, and departments (may use email for distribution) for outreach to applicants.
   - All faculty applicants must apply online in Interfolio per University policy.
   - The faculty position must be posted and published at least three (3) months before a preferred candidate may be identified and hired for a faculty appointment.
   - The faculty position and search letter are valid for up to two (2) years.

*Revised 1.2021 Source: University of Pennsylvania Affirmative Action Guidelines*