



School of Medicine Leadership Recruitment Process

Talmadge E. King, Jr., MD

Dean and Vice Chancellor- Medical Affairs

New Chair or Director

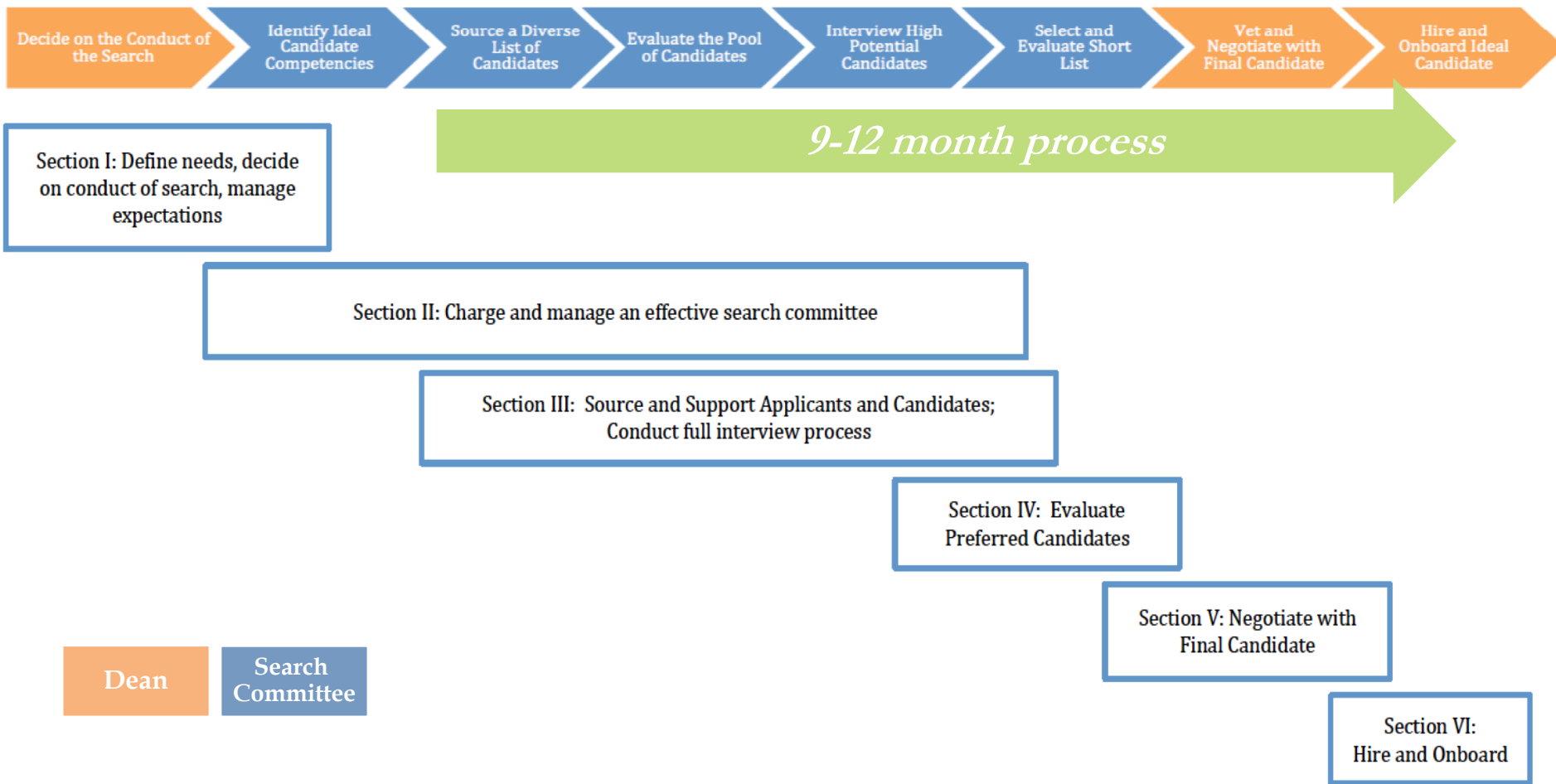


“Organizational opportunity to improve performance and outcome by investing in the future”

The Chair/Director's To-Do List



A Systematic Approach to High Impact Searches



AAMC Resources



Mallon, Grigsby. [Recruiting: Proven Search and Hiring Practices for the Best Talent.](#) Successful Medical School Department Chair Series. AAMC 2017



Mallon, Grigsby. [Leading: Top Skills, Attributes, and Behaviors Critical for Success.](#) Successful Medical School Department Chair Series. AAMC 2016

Recruitment Process:

Beginning Stages

Dean selects Search Committee based on the following criteria:

- 50% women and/or faculty/staff representing those Under-represented in Medicine (URM)
- Faculty who respectively focus on diverse missions: Basic Sciences, Clinical, Education, Community Service
- Faculty at diverse career stages, i.e., junior, mid-career, senior faculty
- Leadership from related Departments/ORUs
- Representation from multiple campuses/affiliations, e.g., VAMC, ZSFG, BCHO
- Representation from UCSF Health
- Staff from related department

Guidelines for Search Committee Members

- Maintain confidentiality (permanently!)
- Be actively mindful of [unconscious biases](#)
- Adopt an institutional (vs. individual or Departmental) mindset
- Be candid
- Set aside political agenda
- Handle conflict constructively
- Listen well before making decisions
- Act with integrity

Unconscious Bias May Impede Selecting the Best

Implicit Association Test (IAT)




Project Implicit®

Project Implicit

PROJECT IMPLICIT SOCIAL ATTITUDES

Log in or register to find out your implicit associations about race, gender, sexual orientation, and other topics!

 E-mail Address

LOGIN

REGISTER

Or, continue as a guest by selecting from our available language/nation demonstration sites:



United States (English)



GO!

PROJECT IMPLICIT MENTAL HEALTH

Find out your implicit associations about self-esteem, anxiety, alcohol, and other topics!

GO!

PROJECT IMPLICIT FEATURED TASK

Measure your implicit associations with U.S. presidential candidates

GO!

<https://implicit.harvard.edu/implicit/>

Committee Membership from Home Department/ORU

- Controversial issue! Some schools allow only one or none.
 - Can be helpful:
 - Inform and educate the Committee about the national and local challenges faced by the discipline;
 - Understand the honor societies and leading academic journals of the discipline;
 - Specific leadership characteristics needed by that particular department at this particular time.
 - **ABSOLUTELY NOT** a conduit of confidential information back to the department.
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First Search Committee Meeting

- Receive Committee Charge by Dean King
- Discuss search parameters, process, emphasis on confidentiality, active focus on diversity, etc.
- Receive overview of Department/ORU by MSO
- Receive presentation by representative from Office of Diversity and Outreach including discussion regarding unconscious bias, best practices to generate most diverse pool
- Brainstorm regarding potential candidates

Recruitment Process:

Outreach

Development of Applicant/ Potential Candidate Pool

- Conduct survey of Department/ORU members regarding characteristics of new leader; strengths and opportunities in Department/ORU; request suggestions of potential candidates
- Email Chairs/Directors/Leaders in comparable units in the country/world to announce recruitment and request suggestions of candidates, including a specific focus on women and/or those Under-represented in Medicine
- Advertise in a wide variety of online publications/listservs, with specific focus on outreach to women and/or those Under-represented in Medicine
- Search Committee members reach out personally to colleagues around the country seeking names of potential candidates, with a specific focus on outreach to women and/or those Under-represented in Medicine

UCSF's Commitment to Diversity

- A defining feature of California's past, present, and future.
- Refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance.
- Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, geographic region, and more.

Recruitment Process:

Candidate Review

Review Applications



- Applicants must apply via AP Recruit and include CV, cover letter and statements of research, education and commitment to diversity
- Fair review process conducted by all search Committee members of all applicants using worksheet with consistent criteria
- Robust, mindful discussion to narrow pool to 10 or fewer to interview
- Pool must include women and/or those Under-represented in Medicine

First Round Panel Interviews



- All internal candidates **must** be interviewed (if >4 internal candidates, narrow to 4)
- Each Committee member completes interview evaluation using worksheet for consistency
- After interviews, Search Committee deliberates and narrows pool to 4-5 for campus visits
- Pool must include women and/or those Under-represented in Medicine

Once Selected as a Candidate Confidentiality Must Be Respected

- Do not speak to your colleagues about someone once they are a candidate.
- Inappropriate contact with or information gathered from candidate's current institution can cause candidates to drop out.
- No gossip!
- Will be held accountable.

Random phone calls to acquaintances at the candidate's institution can be destructive!





Second Round Interviews / Campus Visits

- Candidates meet with variety of department/ ORU faculty; other stakeholders over 1 ½ to 2 days
- All interview participants are requested to complete candidate evaluations
- Search Committee reviews redacted evaluations and deliberates on results
- Committee narrows pool to 2-3 to advance to Dean
- Must include women and/or those Under-represented in Medicine



Final Round Interviews/ Visits

- Dean will consider Committee's recommendations, meet with candidates and make final decision

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thank
thank
you!