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

- Safeguard the Academic and Clinical Missions
- Recruit and Retain Faculty & Staff
- Manage the Finances
- Optimize Space
- Raise Funds
A Systematic Approach to High Impact Searches

Section I: Define needs, decide on conduct of search, manage expectations

Section II: Charge and manage an effective search committee

Section III: Source and Support Applicants and Candidates; Conduct full interview process

Section IV: Evaluate Preferred Candidates

Section V: Negotiate with Final Candidate

Section VI: Hire and Onboard

9-12 month process
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)
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.

- ABSOLUTE NOT a conduit of confidential information back to the department.
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
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.

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!

http://grasshopper.com/callforwarding/
**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 you!