



Guide to Departmental Leadership Selection

Faculty who identify as women and underrepresented minorities (URM¹), as well as Asian faculty in general, are underrepresented in leadership roles² in the School of Medicine. This guide outlines practices to ensure that internal selection³ for departmental leadership positions is equitable and inclusive.

Steps for Transparent and Systemic Departmental Leadership Selection

1. Contact your Department Diversity Leader

- The Department Diversity Leader will help to oversee the selection process and serve as a consultant to the chair throughout

2. Define and advertise the position

- Leadership positions should have a well-defined position description
- The position description includes:
 - Responsibilities and primary duties
 - Required and preferred qualifications
 - Expectations and performance metrics
 - Date when review of applications will begin and acceptance of applications will close
- Include language that reflects commitment to DEI in outreach, such as:
 - "The department seeks candidates whose experience, teaching, research, or community service has prepared them to contribute to our commitment to diversity and excellence"
- The Leadership Roles Description Repository provides examples that may be used as a template for positions in your department

- The position announcement should be reviewed by a Department Diversity Leader prior to posting
- Leadership positions should be advertised/circulated to faculty

3. Establish the Search Committee

- 50% of all search committee members for departmental leadership selection should be women and/or URM
- Ensure that women and underrepresented minorities have equal opportunity to serve on search committees and to serve as chairs of search committees
- Because there may be relatively few women/URM, these requirements can create a minority tax
 - Departments/Chairs should track this service to reduce the tax, or account for it in compensation
 - Determine how search committee service will be incentivized and recognized within your department and share this with faculty

¹ UCSF Definition of URM

Someone whose racial or ethnic makeup is from one of the following: African American / Black; Asian: Filipino, Hmong, or Vietnamese; Hispanic / Latinx; Native American / Alaskan Native; Native Hawaiian / Other Pacific Islander; or Two or more races, when one or more are from the preceding racial and ethnic categories in this list.

In addition: Women in traditionally male dominated specialties; Males in traditionally female dominated specialties; and Historically marginalized individuals: LGBT, individuals with disabilities.

² Definition of leadership roles

Dean, Vice Dean, Executive Vice Dean, Department Chair, Vice Chair, Division Chief, Associate Division Chief, Section Chiefs, or other paid departmental leadership positions.

³ Internal selection

Please note that external searches are conducted via established protocols overseen by Faculty Equity Advisors. This resource focuses on internal selection only



Guide to Departmental Leadership Positions

4. Utilize promising practices for searches

- Review and use UCSF guidelines and best practices documents for conducting an equitable and inclusive search likely to attract diverse groups of faculty
 - [UCSF Academic Search Committee Member Responsibilities](#)
 - Combat Gender Bias With Effective Hiring Practices [Tipsheet](#)
- Educate about unconscious bias
 - Review the “Limiting Bias: Promising Practices for Searches in the School of Medicine” resource
 - Take the [Implicit Association Test](#)
- Ensure that [contributions to diversity](#) are a component of selection criteria
 - Require that all applicants (internal or external) for leadership positions submit a contributions to diversity statement.
 - Utilize a [scoring rubric](#) to evaluate diversity statements reflecting knowledge about DEI, track record in advancing DEI, and plans for advancing DEI
- Utilize Departmental Leadership Search Committee Chair Survey

5. Access additional resources

- [Office of Diversity and Outreach](#)
- [Leadership Selection Toolkit materials](#) on the Office of Diversity and Outreach website
- Bias resources
 - Combat Gender Bias with Effective Hiring Practices Tipsheet
<https://facultyacademicaffairs.ucsf.edu/academic-personnel/recruitment/Combat-Gender-Bias-With-Effective-Hiring-Practices-Tipsheet.pdf>
 - UCSF Diversity: Faculty and other academic personnel
<https://www.ucop.edu/faculty-diversity/index.html>
 - AAMC Unconscious Bias Resources for Health Professionals
<https://www.aamc.org/what-we-do/diversity-inclusion/unconscious-bias-training>
 - AAMC E-learning seminar: The Science of Unconscious Bias
<https://vimeo.com/469941348>
 - NIH Scientific Workforce Diversity Toolkit
https://diversity.nih.gov/sites/coswd/files/images/SWD_Toolkit_Interactive_updated_508.pdf