Faculty who identify as women and underrepresented minorities (URM\(^1\)), as well as Asian faculty in general, are underrepresented in leadership roles\(^2\) in the School of Medicine. This guide outlines practices to ensure that internal selection\(^3\) 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
   - 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

3. **Establish the Search Committee**
   - Leadership positions should be advertised/circulated to faculty
   - 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

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\(^1\) **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.
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
     - UCSF Diversity: Faculty and other academic personnel [https://www.ucop.edu/faculty-diversity/index.html](https://www.ucop.edu/faculty-diversity/index.html)