

## **Best Practices for College of Medicine Faculty Searches**

The Ohio State University is committed to recruiting and selecting the most qualified individuals for open faculty positions. In all cases, recruitment and selection activities are guided by a commitment to diversity through equal employment opportunity and affirmative action. The Ohio State University is an Equal Opportunity, Affirmative Action Employer. Women, minorities, veterans, and individuals with disabilities are encouraged to apply.

Per [The Ohio State University Policy on Faculty Recruitment and Selection](#), “all tenure-track, clinical, and research faculty searches must entail a vigorous national search in addition to the internal posting. The Ohio State University Office of Academic Affairs (OAA) will, on rare occasion, waive the requirement for a national search, but the unit and college must be able to convincingly demonstrate why doing so is in the best interests of the unit and university. OAA approval is required to waive a national search for a tenure-track position. College approval is required to waive a national search for a clinical or research position.”

In alignment with this policy language, the following best practices are required for every College of Medicine faculty search, unless the national search requirements are waived as described above. Many thanks to the WIMS Advocacy Subcommittee for their contributions to developing these guidelines.

### **Search Committee Operations**

#### Search Committee Composition

- Given the robust, ongoing recruitment faculty needs of the College of Medicine, it is recommended that departments form a standing search advisory committee that aligns with the best practices outlined below to interview all prospective faculty candidates and provide input to the Division Chief/Chair/Dean.
- Each search committee should have 2 search committee co-chairs, with each co-chair representing different perspectives and expertise that is relevant to the search. If possible, one of the co-chairs should also be a woman or member of an underrepresented group.
- When determining committee membership, ensure that diversity of perspectives are represented, including members who can bring insight or expertise related to diversity issues.
- Every search committee must have a diversity advocate with special responsibility for assuring that the search is conducted according to affirmative action principles. See the Office of Institutional Equity policy on [Affirmative Action, Equal Employment Opportunity, and Non-Discrimination/Harassment](#) (Policy 1.10) to receive guidance concerning this role.

#### Search Committee Procedures

- All search committee members are required to engage in implicit bias training, which is available via the Kirwan Institute and trained facilitators in the College of Medicine. The committee should be assembled early enough to allow time for training as part of the committee’s schedule.

- During the search committee kickoff meeting, the Division Chief/Chair/Dean should state the university's commitment to diversity, equity, and inclusion and that recruitment and selection activities are guided by equal employment opportunity and affirmative action principles.
- It is important to ensure consistency of practice across all searches. For example, departments may wish to develop a recruitment guide, which might include candidate eligibility criteria and tips to ensure parity in selection.

### Position Description

- The position description must include the university's standard affirmative action statement.
- For senior positions (Division Chief and higher), the position description must note that the candidate must have demonstrated their commitment to advancing diversity, equity, and inclusion to be considered for the position.
- Use inclusive language
- For letters of recommendation, include a link to a gender bias calculator.

### **Developing the Candidate Pool**

#### Advertisement and Solicitation of Nominations

- All senior position searches, including interim, should be announced broadly to the organization. These announcements should invite both peer nominations and self-nominations.
- Broad solicitation is encouraged to generate a robust candidate pool.
  - Professional development sources, such as ELAM, are an excellent way to attract a diverse candidate pool.
  - In addition to advertising via traditional publications and organizations, searches should also be advertised with organizations (NMA, NHMA, HBCUs, AMWA, ELAM), sites, and publications that reach women and underrepresented groups.
  - Search committee members should reach out to their colleagues/personal network for nominations, reinforcing that qualified women and candidates from underrepresented groups are encouraged to apply.
- Search committees should consider candidates with nontraditional backgrounds and experiences, as well as those from institutions with fewer resources.
- If the candidate pool does not offer a diverse representation of the field, the search committee should consider revising the process to identify more candidates.

#### Evaluation of Applications

- Before reviewing applications, the search committee must establish selection criteria and apply these criteria across all candidates.
- To help counter implicit bias, every application must be reviewed by at least 2 search committee members.

### **Interviewing Candidates**

When possible, search committees should interview at least 2 qualified diverse candidates for each position, i.e. women and/or members of an underrepresented group. Candidates should be evaluated based on their statements, behaviors, and record, rather than impressions or assumptions.

### Ensuring Consistency

- Before beginning the interview process, the search committee should develop and confirm a list of interview questions.
  - The interview experience should be structured, with the same questions asked of every candidate.
  - The interview should include a DEI-specific question.
  - The search committee should use inclusive language throughout the interview (e.g., partner instead of wife/husband, preferred pronouns).
- For campus visits, the visit experience should be as consistent as possible, recognizing that calendar availability, clinical care demands, etc. may result in some variation in schedule and visit participants.

### Selecting Finalists

- Search committees and leaders should promote transparency regarding the process used to determine the finalist pool.
- For senior positions, search committees and leaders should aim for 4 qualified finalists, with 2 of them being women and/or members of underrepresented groups, if possible.

### **Additional Recruitment Resources**

The following resources are available through various units at The Ohio State University.

- [Policy on Faculty Recruitment and Selection](#)
- [The Ohio State University Talent Acquisition Resources](#)
- [OSU Office of Academic Affairs Recruitment Tips](#)
- [The Women's Place Recruitment Tips](#)
- [OSU Newark Faculty Search Guide](#)
- [College of Food, Agricultural, and Environmental Services Resources for Faculty and Staff Searches](#)