



Albert Einstein College of Medicine

Policy and Guiding Principles for Faculty and Leadership Searches

I. Purpose

This Policy and guideline document provides requirements, direction, and assistance in ensuring that faculty and leadership searches are conducted in accordance with standards for diversity and affirmative action at Albert Einstein College of Medicine (“Einstein” or “College of Medicine”).

II. Scope

This document applies to all faculty and management staff engaged in faculty and leadership searches.

III. Policy

Albert Einstein College of Medicine, a part of [Montefiore](#), is a premier, research-intensive medical school dedicated to innovative biomedical investigation and to the development of ethical and compassionate physicians and scientists. Inspired by the words of our namesake, we have from our inception welcomed students, faculty and staff from diverse backgrounds who strive to enhance human health in the community and beyond. This is an attribute in which Albert Einstein took great pride when consenting to the use of his name in conjunction with the medical school.

At the core of the Einstein-Montefiore mission is the pursuit of social justice in meeting the healthcare needs of all individuals, including those from underserved communities.

The faculty and leadership search processes are crucial to realizing this mission. Our goal is to recruit the best possible candidates through search processes that:

- Are conducted with integrity and transparency;
- Are thorough, comprehensive, and open in scope;
- Use the resources available to ensure and maintain a diverse candidate pool;
- Move expeditiously and systematically;
- Respect confidentiality;
- Provide candidates with appropriate access to information;
- Leave all involved with a sense of fairness;
- Provide the requisite information and administrative flexibility to enable a final decision by the department and a smooth appointment process;
- Result in the recruitment of an outstanding candidate who will flourish as a member of the Einstein community and bring distinction to the College and Montefiore.

Each faculty search, including every leadership, staff and trainee search conducted at Einstein, should be guided by the requirements, principals and standards outlined in this document and in the published [Albert Einstein College of Medicine Vision Statement and Strategic Plan for Diversity and Inclusion](#).

Occasionally the College determines that a search process will be supported by an external search recruitment firm. For these searches, the search firm will be a supporting resource for the appointed search committee and will be obligated to follow the Policy and [Guiding Principles for Faculty and Leadership Searches](#). This requirement will be stipulated in each contract between Einstein and/or Montefiore and the search vendor.

Searches that do not conform to these guidelines and process may be delayed or terminated.

III.A. Department/Institute Searches

In most cases, recommendations for an appointment are to be preceded by a rigorous and comprehensive open search. The scope of the search, the judgment exercised in evaluating the pool of candidates and the documentation of the entire process is the responsibility of the department chair, who is accountable to the Dean and the College, and will closely monitor and scrutinize each step of the process for compliance with the goals set forth by this policy. Perfunctory or limited searches and pre-selection or incomplete assessment of candidates are easily recognized during the review and may lead to delay of recommendations.

Department leaders and faculty are encouraged to become familiar with the following best practices in conducting faculty and/or leadership searches. Department chairs will be provided with detailed best practice guidelines by the office of the Senior Associate Dean for Diversity and Inclusion and are expected to work collaboratively through each step of the search process.

III.B. Composition of the Search Committee

A department chair or department head will initiate a search in collaboration with the Offices of the Dean and Senior Associate Dean for Diversity and Inclusion. In cases where the home department cannot be predicted at the time of the faculty search initiation, the department chairs or center directors of the departments that could conceivably provide the academic home for the selected candidate will jointly appoint a search committee.

If the search is for a department chair or center director the Office of the Dean will convene the search committee in collaboration with the Senior Associate Dean for Diversity and Inclusion.

While the structure of search committees varies, the optimal composition for faculty searches includes members from a department (when the home department is known) or departments (when the home department is unknown). At the department chair's discretion, committee members may be drawn from the ranks of assistant, associate or full professors or at the same rank or above that of the position under search.

A diverse search committee helps to encourage a diverse candidate pool. Chairs are expected to appoint committee members with different backgrounds, perspectives and expertise and with a demonstrated

commitment to diversity. Chairs will endeavor to ensure women and minorities are included and appropriately represented on the search committee and during the selection process.

The department chair is the accountable hiring official and is responsible for providing regular updates to the offices of the Dean and Senior Associate Dean for Diversity and Inclusion on search committee progress and reporting. (see appendix A)

The Office of the Dean is responsible for convening a search committee for each leadership search and will consult with the Senior Associate Dean for Diversity and Inclusion to ensure that the committee structure includes an appropriate representation of gender and diversity. Administrative leadership searches require faculty participation on the search committee.

III.C. Search Committee Diversity Officer

The Department Chair should ask one member of the search committee to serve as its diversity officer. Faculty serving in this capacity are expected to monitor the procedures of the search process (including outreach efforts), the diversity of the total applicant pool and of the group selected for interviews. The search committee's diversity officer is also responsible for making a formal report upon completion of the search activity to the department chair(s) that describes aspects of the search related to diversity. The College's Senior Associate Dean for Diversity and Inclusion will assist the search committee's diversity officer and provide them with additional training as needed so they feel competent to perform this role and to serve as a resource in bringing diversity to the applicant pool.

III.D. Search Committee Unconscious Bias Awareness

Education and Awareness training is required for every newly constituted search committee. Committee members will participate in "Understanding Unconscious Bias Training" and be provided with best practice education and guidance on the mechanics of the interview process.

Department Chairs and other College leaders will participate in annual diversity-related education and awareness programs.

III.E. Search Process Guidelines and Best Practice Considerations

The following suggestions should be included in each search committee planning effort when initiating or conducting a search:

- Develop a clear position description that includes essential qualifications and experience but don't make it so specific that it inadvertently deters highly qualified women or under-represented minority applicants.
- To ensure the largest, most diverse pool of candidates, the initial search plan should sketch some outreach activities, including lists of: (1) nominators (potential sources for candidates) and nominees (potential candidates) to be notified; (2) listservs, blogs, and other online venues where the position can be posted; (3) conferences where candidates can be scouted and screening interviews might be conducted; (4) award lists that can be searched for nominees; and (5) venues for advertisements. The initial plan will be modified over time, but it's wise to have a place to begin.

- For senior-level searches, the search committee representative may directly contact candidates to determine their possible interest in the position — even when candidates are viewed as not being moveable.
- There should be clarity regarding specific efforts to increase the diversity of the applicant pool.
- The search committee chair should disclose a known candidate or candidates at the time that the search is initiated.
- The search committee members should disclose conflicts of interest with known candidates.
- The search process timetable should be realistic and include all expanded activity mentioned above. Searches that are opened and closed overly quickly, especially when those with a current affiliation with Einstein are candidates for the position are suspect and should be avoided.
- Searches should be conducted with reasonable efficiency to ensure candidates continue to be engaged and interested in possibly joining Einstein. Unnecessary delays often result in large numbers of candidates dropping out before the interview phase.
- Internal and external candidates should not be treated differently during the interview process.
- Search committee efforts should result in increased diversity in the applicant pool. Lack of diversity in the applicant pool should be explained and carefully documented.
- It is important to follow the search timeline and communicate steps clearly to candidates to avoid withdrawal of top candidates.

Support for these best processes will be provided by the office of the Senior Associate Dean for Diversity and Inclusion.

III.F. Process Steps and Resources

1. Build an effective Search Committee
 - Include people openly committed to diversity and excellence; include women and minorities when possible.
 - All search committees will receive education on “Unconscious Bias Awareness.”
2. Follow the requirements of this Policy related to appointment and composition of a Search Committee, identification of Search Committee Diversity Officer, Search Committee training and best practices outlined above.
3. Work with Talent Acquisition (Human Resources) to advertise the position to attract a diversified candidate pool (**See Appendix B**).
4. Consult with the Senior Associate Dean for Diversity and Inclusion to access comprehensive recruitment sources; provide feedback on the development and expansion of a database for future recruitment activities.
5. Monitor the diversity of the applicant pool and expand the advertising efforts if you find that you have not been able to reach a diverse pool of candidates.
6. Searches should be timed to capture the largest possible pool of candidates (e.g., in-sync with the academic year, major national conferences and/or possible candidates emerging from fellowships or residencies).

7. Post open positions internally to ensure that current faculty and staff are aware of Einstein’s hiring activities, and if qualified for the position, have an opportunity to apply and be given full consideration.
8. Hold department chair accountable for taking affirmative steps and making good faith efforts towards diversifying applicant pools.
9. Promote Einstein’s message of “Building an Inclusive Work Culture” both internally and externally and ensure that the search process provides a welcoming environment during the interview.

IV. Definitions

None.

V. Effective Date

Effective as of: 1 December 2019

VI. Policy Management and Responsibilities

Einstein’s Office of Diversity and Inclusion and Human Resources department are the Responsible Offices under this Policy. The Dean of Einstein is the Responsible Executive, and Einstein’s Senior Associate Dean for Diversity and Inclusion is the Responsible Officer for the management of this Policy.

VII. Approved (or Revised)



Responsible Executive

12/11/19

Date

Attachment A: Sample Diversity Recruitment Plan Checklist

Sample Diversity Recruitment Plan Checklist

SEARCH PROCEDURE:

1. A diverse search committee is appointed.
2. Provide search committee/interview panel charge with mandate to diversify the applicant pool and organizational values for the recruitment, as well as the education, experience and competencies, strengths and the desired professional traits of the ideal candidate.
3. Committee members participate in “Unconscious Bias Awareness” training and education and receive guidance on the mechanics of the interview process.
4. Committee develops standard interview questions that will be asked to every applicant.
5. Committee reviews applications/CVs/resumes and select the best qualified candidates to interview.
6. Committee prepares for interviews by having the applications/resume, job description, and interview questions.
7. Committee Chairperson will incorporate department specific diversity and hiring goals into the recruitment plan (resources, timeline, budget, recruitment sources, etc.).

INTERVIEW PROCESS:

1. Conduct interviews and participate fully and consistently.
2. Committee will assess each applicant's qualifications and credentials on the basis of the approved position specifications and required qualifications to assure that all are evaluated using the same criteria. The initial screening of applicants should eliminate from further consideration those individuals who clearly do not meet the minimum required qualifications set forth in the position specifications document.
3. Look for a balanced assessment (positives and negatives) of the candidate and treat all applicants in a thoughtful and respectful manner.
4. Set aside biases and preconceptions in order to fully consider all those who may be qualified to assume roles.
5. Give fair consideration to all applicants and protect confidentiality of applicants and the decision-making process.

CANDIDATE EVALUATION AND RANKING:

1. Decide on a final candidate for search.
2. The department chair will conduct final reference checking and verifications.
3. The department chair will work with the Office of the Dean to finalize and extend a formal offer to the candidate.
4. Submit the completed search committee recruitment file* to the office of the Senior Associate Dean for Diversity and Inclusion.

*Each Search Committee Recruitment File should contain the following:

- The list of Search Committee members
- Position announcements and placements, document outreach, and networking efforts
- Applicant interview schedule
- Applicant Pool List and status or disposition
- Evaluation criteria/ranking and feedback form on each applicant