UCSF Faculty Equity Advisor Program
CREATE SEA Change Meeting

June 27, 2023

Elizabeth M. Ozer, PhD
Professor of Pediatrics
Associate Vice Provost of Faculty Equity
Director of Faculty Equity Advisor Program, Office of Diversity & Outreach
UCSF senior faculty members who provide advice about practices for advancing excellence, equity and diversity in faculty recruitment

Facilitating Effective Processes for Faculty Recruitment
• Best practices to ensure a diverse search committee & proactive search procedures to enhance the diversity of the search pool and counter applicant selection bias

Monitoring Search Processes and Outcomes
• Reviewing and approving the search plan and short list
Meet the Faculty Equity Advisors

Vice Chancellor, Diversity and Outreach

J. Renée Chapman Navarro, PharmD, MD
Professor, Anesthesia and Perioperative Care
Bio ▼ | Email | UCSF Profile

Director of Faculty Equity Advisory Program

Elizabeth Ozer, PhD
Professor of Pediatrics, Associate Vice Provost of Faculty Equity, Director of Faculty Equity Advisors, Office of Diversity and Outreach
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School of Dentistry

George Taylor, DMD, MPH, DrPH
Professor, Department of Preventive & Restorative Dental Sciences, Associate Dean for Diversity and Inclusion in the School of Dentistry
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Lee Atkinson-McEvoy, MD
Professor, Pediatrics,
Chief, Division of General Pediatrics,
Vice Chair, Pediatric Primary Care and Population Health, Department of Pediatrics,
Executive Medical Director Children's Primary Care and Population Health
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Elizabeth Harleman, MD
Professor of Medicine, Associate Chair for Strategic Planning for the Department of Medicine,
Associate Program Director for the UCSF Internal Medicine Residency Program
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Meshell Johnson, MD
Professor of Medicine in the Division of Pulmonary/Critical Care/Sleep Medicine
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Starr Knight, MD
Associate Clinical Professor of Emergency Medicine,
Co-Director, Emergency Ultrasound Fellowship, Zuckerberg San Francisco General Hospital
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Sanziana Roman, MD, FACS
Professor, Surgery, Division of Surgical Oncology, Section of Endocrine Surgery,
Director of Learning and Teaching in the Procedural Specialties,
Dean's Diversity Leader for Leadership Equity and Inclusion
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School of Nursing

Valerie Yerger, ND
Professor, Department of Social & Behavioral Sciences, School of Nursing
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School of Pharmacy

Jason Sello, PhD
Professor, Pharmaceutical Chemistry, School of Pharmacy
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• Search Committee members 25% women or URM in Schools of Dentistry, Nursing, Pharmacy (50% School of Medicine)
• Advertising/outreach efforts planned
  – Focus early in process on broad and diverse pool of applicants
    • Faculty equity advisor comments in search plan document
• Required Diversity Statement
  – https://diversity.ucsf.edu/contributions-to-diversity-statement
Approved Search Plan

- Approved Search Plan Notification from Academic Affairs
  - Additional language in academic affairs notification re: pool and need for FEA short list sign-off
Faculty Equity Advisor Outreach

- Faculty Equity Advisor sends email to Search Committee Chair and Members
  - Includes reinforcement re: pool and short list sign-off
  - Best Practice Materials
    - Dentistry, Medicine, Nursing, Pharmacy
  - Offer to present at search committee meeting
  - Resource to facilitate process
Short List Sign-Off

• Faculty equity advisor must sign-off on short list before applicant interviews can begin
  – Potential communication with Search Committee Chair re: pool
• Navarro/Ozer final short list sign-off
Information for Search Committee Members

– Faculty Equity Advisor webpage on Office of Diversity and Outreach website

• Limiting Bias: Promising Practices for Searches
• Your Responsibilities as a Search Committee Member
• Guide to First Search Committee Meeting

– Video Development in process: Promising Practices: Limiting Bias to supplement materials
Limiting Bias

- Up-to-date demographic statistics on women and URM in academic medicine at UCSF and nationally
- Science of unconscious bias
- Resources and strategies for best practices for searches
Your Responsibilities as a Search Committee Member

- Brief overview of best practices and expectations of search committee members

Limiting Bias
Promising Practices For Searches

Your Responsibilities as a Search Committee Member

What can you do?
- Individual Accountability – know your own bias and take the IAT
  - https://implicit.harvard.edu/implicit/
- Appoint diverse committees
  - At least 50% women/URM
- Actively search for candidates
- Carefully review and assess files
- Maintain confidentiality
- Monitor committee activities for equity and inclusivity by leveraging Faculty Equity Advisors

Developing the pool
- Job description
  - Have wording in the ad that highlights interest in diversity
  - Focus on public or engaged scholarship
  - Emphasize interdisciplinary research as applicable
- Clarify and prioritize diversity needs of department
  - Create department diversity plan
- Require a statement on contributions to diversity and use in evaluation
  - Utilize diversity statement scoring rubric
- Recruit through targeted professional organizations
- Ask colleagues to recommend women and URM candidates
- Widen the range of institutions from which you recruit

Equitable evaluation of the pool
- Agree on the criteria in advance
- Identify the desired elements
- Rank order the importance of each element
- Slow down – Do not rank immediately
- Take necessary time to fully evaluate all applications
- Make sure all applications are reviewed by at least 2 reviewers
- Focus on evidence (rather than anecdotal stories)
- Use a consistent evaluation tool

The interviews
- Standard format for the interviews and the campus visit
- Arrange to have finalists meet with campus groups/individuals from diverse backgrounds
- Provide information during visits about the culture of inclusion as well as family friendly policies/practices
Limiting Bias
Promising Practices For Searches

Guide to the First Search Committee Meeting

Vision and Importance
• Committee Chair emphasizes importance of committee member involvement, perspective, and commitment
• Clarify and prioritize needs of hiring department
• Refer to departmental diversity plan
• Learn about fellow committee members and be respectful of everyone’s contribution
• Maintain confidentiality

Leverage resources from Office of Diversity and Outreach
• Review and use UCSF guidelines and best practices documents for conducting an equitable and inclusive search to attract diverse groups of faculty:
  • Your Responsibilities as a Search Committee Member
  • Education about limiting bias:
    o Limiting Bias: Promising Practices for Searches in the School of Medicine
    o Combat Gender Bias with Effective Hiring Practices tip sheet
    o Individual Accountability - take the IAT (https://implicit.harvard.edu/implicit) before the first meeting
  • Monitor committee activities for DEI by leveraging Faculty Equity Advisors (FEAs) who will:
    o Review the search plan
    o Review the applicant pool and sign off on shortlist
  • Consider Contributions to Diversity Statement
    o Essential foundational element of application process
    o See diversity statement materials (https://diversity.ucsf.edu/contributions-to-diversity-statement)
    o Utilize scoring rubric to evaluate diversity statements

Planning for Development of the Shortlist
• Avoid shortlists comprising only 1 or 2 applicants
• If the pool does not reflect the diversity of the national pool of candidates, expand outreach efforts

Guide to first search committee document: