

UCSF Faculty Equity Advisor Program

CREATE SEA Change Meeting

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Elizabeth M. Ozer, PhD

Professor of Pediatrics

Associate Vice Provost of Faculty Equity

Director of Faculty Equity Advisor Program, Office of Diversity & Outreach



Faculty Equity Advisors

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

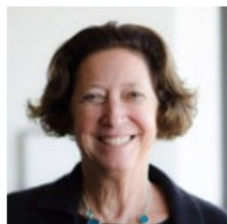


J. Renée Chapman Navarro, PharmD, MD

Professor, Anesthesia and Perioperative Care

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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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School of Medicine



Lee Atkinson-McEvoy, MD

Professor, Pediatrics,
Chief, Division of General Pediatrics,
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Elizabeth Harleman, MD

Professor of Medicine, Associate Chair for Strategic Planning for the Department of Medicine,
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Meshell Johnson, MD

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Starr Knight, MD

Associate Clinical Professor of Emergency Medicine,
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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,
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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 Plan Sign-Off

- 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

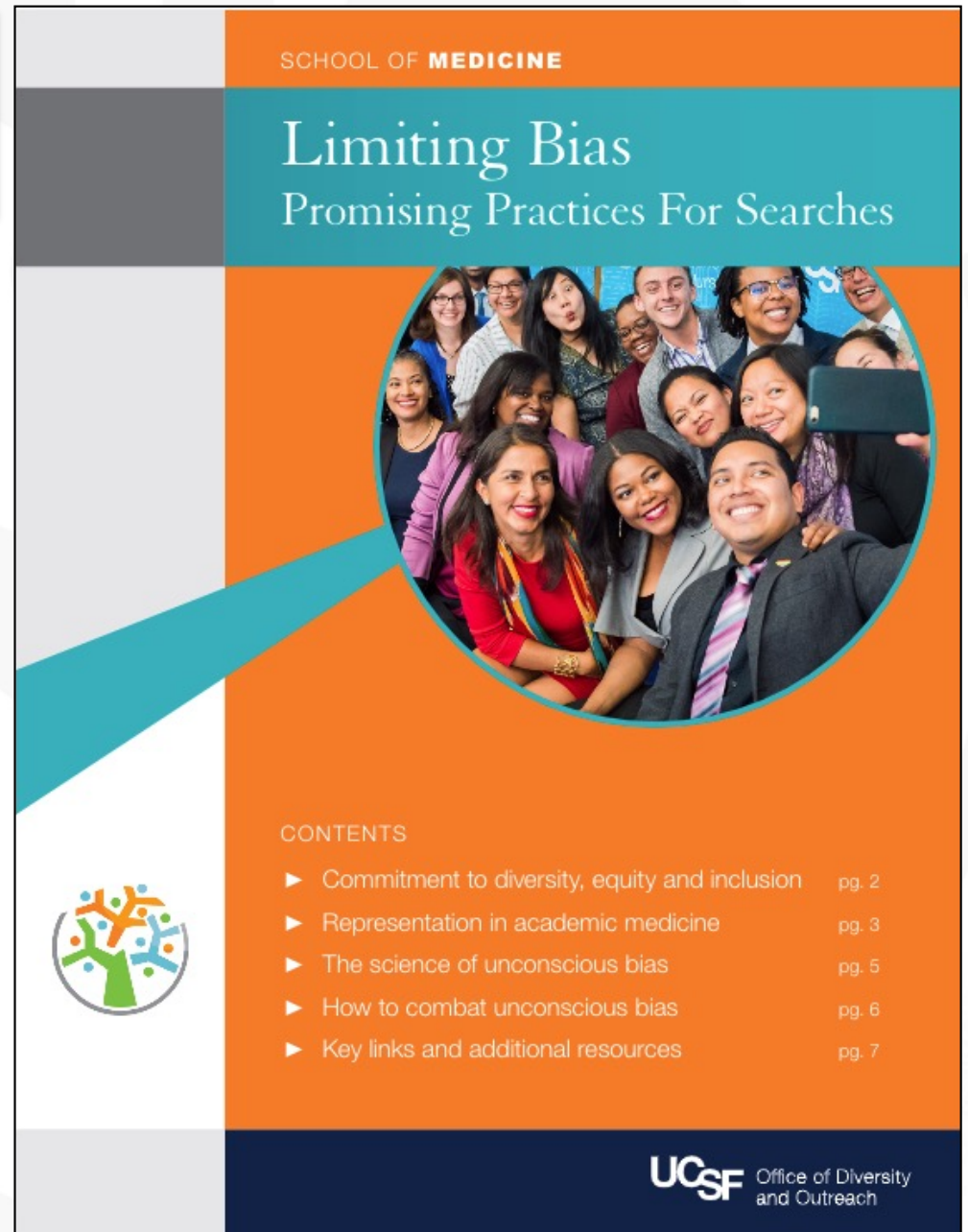
- Faculty equity advisor must sign-off on short list before applicant interviews can begin
 - Potential communication with Search Committee Chair re: pool
- Navarro/Ozer final short list sign-off

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

- Engage in personal outreach
 - Email or call diverse applicants
- Tap existing UC pipelines to diversify the pool

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:
 - Limiting Bias: Promising Practices for Searches in the School of Medicine
 - Combat Gender Bias with Effective Hiring Practices tip sheet
 - 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:
 - Review the search plan
 - Review the applicant pool and sign off on shortlist
 - Consider Contributions to Diversity Statement
 - Essential foundational element of application process
 - See diversity statement materials (<https://diversity.ucsf.edu/contributions-to-diversity-statement>)
 - 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

UCSF Office of Diversity and Outreach

Guide to first search committee document:

https://diversity.ucsf.edu/sites/default/files/2022-04/Guide_to_the_First_Search_Committee_Meeting_Nov_2021.pdf