



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 (as defined below) 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 (as defined below). For purposes of this policy, “Faculty” positions or searches refer to tenure-track and tenured faculty, and “Leadership” positions and searches refer to all deans and department heads and above.

III. Policy

Albert Einstein College of Medicine, a part of [Montefiore](#), is a premier, research-intensive medical school dedicated to innovative biomedical investigation and 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 tenure track faculty appointment at the level of assistant professor and above and Leadership 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](#).

Medical or graduate students in an appropriately matched discipline and in good academic standing with the ability to join all meetings may be asked to join a given Search Committee at the discretion of the Chair(s).

They will:

1. Be required to keep participation during the search confidential
2. Assist with the creation of a job description (when appropriate)
3. Attend implicit bias training
4. Participate in candidate interviews
5. Provide evaluation (written and verbal)
6. Not have an official vote

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.

Under extenuating circumstances, the Dean may make Leadership appointments without a search upon consultation with the Senior Associate Dean for DEI. Outstanding post-docs or instructors who are already at Einstein may be promoted to assistant professor without a search when appropriate

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

III.A. Department/Institute Searches

In most cases, recommendations for an appointment are 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 are 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 delays in 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 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 activities 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. The 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 the 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 relating to the 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 the 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

The terms “Faculty” and “Leadership” as used herein are defined in Section II Scope above.

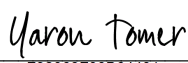
V. Effective Date

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)

DocuSigned by:

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 Responsible Executive

01/26/2024

Date