COLLEGE OF MEDICINE AND LIFE SCIENCES

THE UNIVERSITY OF TOLEDO

Faculty Recruitment Handbook

Contents

Introduction
The University of Toledo (UToledo) College of Medicine and Life Sciences (COMLS) is committed to attracting, developing, and retaining the best medical school faculty. Each faculty search provides an opportunity to attract a broad talent pool from which we can identify future colleagues and leaders. Each search also provides a strategic opportunity to reshape the faculty, offering the dual possibility of enhancing strengths in fields for which we are already distinguished, while also expanding in new intellectual directions not currently well represented on campus. This faculty recruitment handbook offers standard operating procedures, advice, and practical strategies for search committee members as they engage in the four steps of the faculty search process:

1. Starting a productive search
2. Recruiting a broad and qualified group of candidates
3. Evaluating candidates fairly
4. Implementing informative campus visits

Throughout the search process, committee members should keep in mind the mission and vision of the UToledo COMLS.

Mission
The mission of UToledo COMLS is to improve health in the communities and region we serve. We do this by educating excellent clinicians and scientists, by providing patient centered and high-quality care and by producing nationally recognized research in focused areas.

Vision
The UToledo COMLS, with its academic affiliation partner ProMedica, is nationally recognized for education and research, and regionally distinguished for comprehensive clinical care.

Values
Both statements above reflect the College's core values of professionalism, service, diversity, collaboration and discovery.

Liaison Committee on Medical Education (LCME) Requirements:
The Liaison Committee on Medical Education (LCME), the accrediting body for medical schools across the United States and Canada, reviews and evaluates whether medical schools comply with nationally accepted standards of educational quality. Among the LCME standards and elements related to faculty recruitment, the LCME requires that:

Standard 3, Element 3. Diversity Programs and Partnerships
A medical school has effective policies and practices in place, and engages in ongoing, systematic, and focused recruitment and retention activities, to achieve mission-appropriate diversity outcomes among its students, faculty, senior administrative staff, and other relevant members of its academic community. These activities include the use of programs and/or partnerships aimed at achieving diversity among qualified applicants for medical school admission and the evaluation of program and partnership outcomes.

and

Standard 4, Element 1. Sufficiency of Faculty
A medical school has in place a sufficient cohort of faculty members with the qualifications and time required to deliver the medical curriculum and to meet the other needs and fulfill the other missions of the institution.

UToledo COMLS Requirements:
In order to recruit and hire new faculty, the process outlined in this document should be utilized.

ALL RECRUITMENT/SEARCHES MUST USE THE ONLINE PAGE UP SOFTWARE (Appendix A). There are no exceptions. In order to have accurate records of applicant and candidate pools, total offers, declined offers, and numbers of faculty hired for LCME reporting, it is imperative that the Page Up system be utilized for all recruitment/searches.

Faculty Hiring Process Checklist
☐ 1. Department Chair receives written/email approval from the COMLS Dean and Assistant Dean for Finance & Administration to initiate a faculty search. Search information should include position advertisement, minimum and preferred qualifications, and Search Committee charge.

☐ 2. Department Chair identifies resource person (Department Assistant/Admin) to help with the hiring process.

☐ 3. COMLS Dean/Department Chair selects a Search Committee Chair and Search Committee members.

☐ 4. Resource person submits the PCN request form to the Assistant Dean for Finance and Administration, then completes all PageUp fields to complete the requisition request. The PCN request form is found at: https://www.utoledo.edu/depts/fac/medicine/pdf/comls-faculty-pcn-request.pdf

☐ 5. For clinical positions, the resource person contacts the UTP HR group to coordinate recruitment efforts.

☐ 6. Resource person initiates requisition approval process in PageUp.

☐ 7. Office of Faculty Affairs and Development or UTP HR works with the Department to source/post the position on both internal and external job boards, discipline-specific journals, and to professional societies.

☐ 8. Department Chair/resource person sends formal invitation letters to all Search Committee members, asking them to confirm service on the Search Committee.

☐ 9. Resource person contacts the Assistant Director of the Office of Faculty Affairs and Development to ensure that all Search Committee members have completed the Search Committee Training Interviewing Candidates Module (need completion certificates for all members). The resource person also needs to complete the Search Committee Interviewing Candidates Module.

☐ 10. Resource person and Search Committee Chair coordinates the first Search Committee Meeting for Committee members to receive their charge, discuss "Interviewing Legally" in the Faculty Recruitment Handbook, and select interview questions from the standard interview questions list.

☐ 11. Office of Faculty Affairs and Development or UTP HR releases applicant files to the Search Committee.

☐ 12. Search Committee meets to review all applicants. Prior to review, all Search Committee members must review and disclose any conflicts of interest with any applicants. Next, using the "Candidate Selection Matrix," (Appendix D and on the Faculty Affairs and Development website) the Search Committee decides which applicants will be selected as candidates for interviews, based on minimum and preferred qualifications.

☐ 13. Resource person contacts identified candidates to schedule first-round virtual interviews. The Search Committee will interview all candidates using the same pre-selected questions, will assess candidates using evaluation score sheet, and send score sheets to the Resource person. Resource person compiles scores and sends summary (without committee member names) to the Committee Chair.

☐ 14. Search Committee meets and decides on top candidates to invite for in-person on campus interviews,

☐ 15. Resource person schedules on campus interviews for each candidate (all logistics and itinerary).

☐ 16. (optional) Search Committee meets and decides top candidates for the second round of in-person interviews.

☐ 17. Search Committee Chair writes letter to the COMLS Dean/Department Chair with unranked committee recommendations.

☐ 18. Assistant Dean for Finance & Administration and the Office of Faculty Affairs and Development confirm that the above process (including Candidate Selection Matrix) has been followed prior to extending an offer letter.

☐ 19. Department Chair, Office of Faculty Affairs and Development, Assistant Dean for Finance and Administration, and the COMLS Dean review the final offer letter before the signed offer (by the COMLS Dean) is extended to the candidate.

Description of Checklist Steps:

Approval. The Department Chair will determine and indicate the need for a new faculty position or determine that a vacant position needs to be filled. The Department Chair will meet with the COMLS Dean to discuss their plan to hire/recruit and, if both mutually agree, written/email approval will be received. Working with the Assistant Dean for Finance and Administration, the Department Chair and COMLS Dean will create a budget for the position. The position description/advertisement will guide discussions about institutional need, budget, faculty track, search committee composition, search committee charge, and other search considerations.

The Position Description/Advertisement

- In conjunction with the Office of Faculty Affairs and Development, the search process begins with a clear position description that includes minimum qualifications and experience but is not so specific that it inadvertently deters highly qualified applicants.
- The position description should be as broad as possible, while noting the preferred area(s) of scholarship, experience, and disciplinary background. In identifying areas, distinguish between teaching needs, clinical needs, and/or research needs to enhance the ability to attract candidates, particularly highly qualified women and minorities, whose scholarship may focus on different areas but who are fully qualified.
- The faculty track should be considered for each position, using the College of Medicine and Life Sciences Faculty Tracks for Academic Rank and Criteria for Promotion.
- Avoid characterizing any search as a "replacement" for a departed or retired faculty member. Searches are an opportunity to look forward, not backwards.
- Think carefully about the qualifications list. Determine between the minimum and the preferred qualifications. Detailed lists may deter otherwise qualified candidates. The search committee can consider only those candidates who meet all minimum qualifications.
- Make the advertisement welcoming to all candidates. Barriers to entry, both perceived and real, may deter some of the best candidates from applying. Use language that encourages all candidates with strong records and promise to apply.
- Posting or advertising of faculty positions should not include an end date. They should be posted as "Open until filled." If hiring needs are urgent, postings or advertisements may include "Application review will begin on month day, year." This allows consideration of candidates who might learn of the job opportunity later in the search process.

- Solicit opinions about the position description from a representative group of faculty members (*e.g.,* junior, senior, women, minorities) to gain a broader and deeper perspective.
- Before submitting the position description for the approval process, reread it with the perspectives of an outside candidate to ensure that it will attract the broad pool of applicants you seek.
- When recruiting a department chair, require that all applicants submit a Vision Statement, which should clearly describe the applicant's plans to (examples listed below):
- Effectively develop collaborations with other local/regional hospitals and health systems that enhance the academic and clinical missions of COMLS and UToledo Health.
- Enhance and grow UToledo Health as an Academic Medical Center.
- Build personal connections with and integrate physicians from the ProMedica Physician group, and other affiliated physicians, into the Department.
- Increase the national reputation of the department by focusing on excellence in patient care, student and resident education, and funded research.
- Provide leadership that inspires faculty, residents, students, and staff to high levels of professionalism and performance.
- Collaborate across divisions, departments, colleges, and institutions to advance the missions of the organization.
- Identify financial efficiencies and opportunities so that investments in people and facilities result in program growth and expansion.
- Promote the development, retention, and recruitment of the nation's best talent.
- All job postings must include the following language (A – C, below):

A. Conditions of Employment:
All UToledo employees on all campuses, including those working on campus and working remotely, are required to be fully vaccinated against influenza and COVID-19, or have an approved exemption.

To promote the highest levels of health and well-being, the University of Toledo campuses are tobacco-free. To further this effort, the University of Toledo Medical Center is requiring candidates for employment to be nicotine-free. Pre-employment health screening requirements will include cotinine (nicotine) testing, as well as drug and other required health screenings for the position. With the exception of positions within University of Toledo Main Campus and the University of Toledo College of Medicine and Life Sciences, the employment offer is conditional upon successful completion of a cotinine test and Occupational Health clearance.

B. Equal Employment Opportunity Statement:
The University of Toledo is an equal opportunity, affirmative action employer. The University of Toledo does not discriminate in employment, educational programs, or activities on the basis of race, color, religion, sex, age, ancestry, national origin, sexual orientation, gender identity and expression, military or veteran status, disability, familial status, or political affiliation.

The University is dedicated to the goal of building a culturally diverse and pluralistic faculty and staff committed to teaching and working in a multicultural environment and strongly encourages applications from women, minorities, individuals with disabilities, dual-career professionals and covered veterans.

The University of Toledo provides reasonable accommodation to individuals with disabilities. If you require accommodation to complete this application, or for testing or interviewing, please contact the Human Resources Department at 419-530-4747 between the hours of 8:30AM and 5:00PM or apply online for an accommodation request.
Computer access is available at most public libraries and at the Office of Human Resources located in the Center for Administrative Support on the Main Campus of the University of Toledo.

Resource Person. When the COMLS Dean's written approval for the position/search is obtained, the Department chair will identify the resource person (*e.g.,* Department Assistant/Admin, Business Manager) who will manage the search, ensure that all steps are completed (complete the checklist), and maintain records of the search process for compliance/reporting. Although not an exhaustive list, the Resource Person will:
- Assist the Department Chair to create and/or revise the position description.
- Request the PCN (step 4 in Checklist).

- Create and submit the requisition in Page Up (step 6 in Checklist).
- Work with the COMLS Office of Faculty Affairs and Development to ensure the position is sourced/posted on both internal and external job boards, discipline-specific journals, professional societies, etc. (step 7 in Checklist).
- Assist the Search Committee Chair with creating and managing the timeline.
- Assist with logistics for candidates.
- Communicate with candidates.
- Serve as central communication with Search/Advisory Committees.
- Communicate with search firm, if applicable.
- Schedule/create candidate itinerary.
- Verify search committee training, including training by Resource Person (step 10 in Checklist).
- Update the Department Chair on the progress of the search.
- At the close of the search, inform the COMLS Office of Faculty Affairs and Development of the disposition for each of the applicants.
- Submit the signed Candidate Selection Matrix (Appendix D) to the Office of Faculty Affairs and Development so a letter of offer can be extended.
- Inform the COMLS Office of Faculty Affairs and Development at the end of the search to close the position in Page Up.
- Submit search information to the COMLS Office of Faculty Affairs and Development.

Search Committee. Depending on the position, either the Department Chair or the COMLS Dean will select a Search Committee Chair. In consultation with the Search Committee Chair, Search Committee Members will be selected and formally invited (letter or email) to serve on the Search Committee. Search Committee membership should include faculty and staff from different backgrounds, a variety of faculty ranks, and career stages.

- For faculty searches, the majority of Search Committee members must be faculty.
- Each committee member will devote sufficient time to the search committee duties. If they are unable to do so, they are asked not to accept the position or will be asked to step down during the process. That opening may or may not be refilled.
- Each committee member is required to complete The University of Toledo's Search Committee Training module (Interviewing Candidates). The search resource person will request Internal Audit and Compliance send the training module to the committee member. The training module (Interviewing Candidates) can also be found at https://utoledo-oh.vectorlmsedu.com.
- Each committee will appropriately represent the department, division, or unit for which faculty are being hired, including representation of different career stages, academic ranks, areas of expertise, etc.
- Not all searches are required to use a search firm. Search firms must be preapproved by the Assistant Dean for Finance and Administration.
- Not all searches are required to enlist a co-chair or advisory panel.

Conflicts of Interest
When selecting search committee members, careful attention should be paid to avoid conflicts of interest. Empaneling a committee that includes members with relationships that could lead to a real or perceived imbalance in terms of influence and assessment should be avoided. Members of the search committee should refrain from writing letters for applicants. All individuals on the search committee must disclose all potential real or perceived conflicts of interest prior to the start of the recruitment process by completing the Conflict of Interest form (Appendix C) per Conflict of Interest and Nepotism Policy 3364-25-18. Conflict of interest will be renewed prior to each committee meeting where review of applicants will be discussed.

Search Committee Chair
- Has the primary responsibility for ensuring the integrity of the search.
- Works with the Department Chair or COMLS Dean to communicate the prospective vision for the department and new faculty.
- Leads the search process, with support from the identified resource person.
- Informs and manages the search committee members.
- Manages the timeline.
- Identifies a pool of qualified candidates consistent with the principles established by the Department Chair in the 'Charge to the Committee'.
- Identifies 2-3 qualified and recruitable candidates.
- Submits the search committee's list of 2-3 unranked qualified and recruitable finalists to the Department Chair.

Search Committee Co-Chair (if applicable)
- Assist and support the Chair in all duties as described above.
- Serve in the role of Chair should the Chair be unavailable or incapacitated.

Search Committee Responsibilities
- Attend and participate in search committee meetings and activities.
- Enthusiastically promote the University of Toledo to potential candidates, including the academic affiliation with ProMedica, University of Toledo Main Campus, and the City of Toledo.
- Identify and recommend to the Search Committee candidates who meet established criteria but allow the committee process to communicate with and vet such candidates for consideration.
- As directed and communicated by the chair of the committee, and in coordination with the search resource person, vette candidates: at appropriate stages of process determine if the candidate has the requisite experience and skills to meet the needs of the department and College of Medicine and Life Sciences.
- Under the direction of the committee chair, check references of finalists, after second interview (if appropriate). This is to be done discretely. There is a list of interview questions to be followed to assure consistency throughout.
- Identify 2-3 qualified and recruitable finalists for discussion with the Department Chair.

Search Advisory Panel (if applicable)
- Serve as Ex-officio members **(non-voting)**.
- Provide **advice** to the Search Committee regarding strengths, weaknesses and needs of the department.
- Assist with identification of potential applicants.
- Communicate with department regarding search process.

Search Firm (if applicable)
- Ensure a consistent, coherent message for candidates.
- Nature of the opportunity.
- Expectations for the position.
- Candidate qualifications, including leadership characteristics.
- Identify, interview, and vet an appropriate applicant pool from which the search committee can recommend a subset to the Department Chair.
- Assist UToledo and COMLS in maintaining a disciplined, fair, inclusive, and timely process.
- Ensure good communications between candidates and UToledo.
- Provide executive leadership assessment (e.g., KF4D).
- Referencing and background checks.
- Facilitate negotiations.

Search Committee Training (Step 10 in Checklist)
The Interviewing Candidates training module addresses how individual and organization biases can impact the faculty search process and provides a foundation for managing a fair, equitable, and legally credible search. It focuses on reviewing federal and state legislation, as well as University policies and procedures, to understand the proper way to ask job-related questions and obtain the information needed to make the best hiring decisions.

Prior to interviewing <u>any</u> candidate, each Search Committee Member is required to complete The University of Toledo's Interviewing Candidates module. The module will be assigned to the committee members upon request from the resource person for the search. The resource person will contact the Department of Internal Audit and Compliance at 530-3026 to ascertain if the search members have completed the training and if not, the Department of Internal Audit and Compliance will assign. Training is good for two years and must be renewed prior to meeting with <u>any</u> candidates.

The resource person will verify that training has been completed. If it has not, the committee member will be required to step down from the committee.

Search Committee Confidentiality
All Search Committee Members must be sure that they can maintain confidentiality with colleagues. Limit casual discussions with colleagues not on the committee about how the search is progressing. All proceedings of the search committee are and will remain confidential.

Do not put anything in an email that you would not want attributed to you on the front page of a major newspaper. Email is not a suitable medium for confidential information and can be forwarded. As the University of Toledo is a state institution, emails can be requested in a public records request or subpoenaed.

To maintain the integrity of the search, the committee names will not be readily shared with those outside the search group.

Search Process Records
The Search Committee must keep complete records of applicant screening, application review, selection process for candidates, additional selection steps, virtual interviews, in person interviews, etc. The Search Committee Chair and the Resource Person are primarily responsible for collecting, summarizing, and maintaining search process records. The documentation must demonstrate that good faith efforts toward a were made to recruit as many applicants as possible into the applicant pool.

At the conclusion of the search, the Candidate Selection Matrix (Appendix D) will be signed by the Search Committee Chair and returned to the Office of Faculty Affairs and Development. Please note that an offer letter will not be extended to the candidate until the Candidate Selection Matrix is signed by the search committee chair and returned to the Office of Faculty Affairs and Development. In accordance with The University of Toledo retention schedule (https://rocketsutoledo.sharepoint.com/sites/recordsmgmt/SitePages/General-Retention-Schedule.aspx), the following documents should be sent to the COMLS Office of Faculty Affairs and Development at the conclusion of the search process:
- Search Committee meeting minutes (including charge meeting with instructions to the committee)
- Advertising materials
- Candidate Selection Matrix (Appendix D)
- Conflict of Interest attestation for each committee meeting
- Curriculum vitaes for all applicants and candidates
- Letters/emails to applicants regarding search status
- Recommendation letters for all applicants and candidates
- Evaluations from virtual and in person interviews
- Notes from phone calls with external references to vet top candidates
- Information about offers extended, offers declined, and final outcome.
- Signed Acceptance Letter

Professionalism

During search committee meetings, agree to turn off/silence cell phones, to interact respectfully and to allow for all points of view to be heard.

Ensuring Full Search Committee Participation

All committee members share responsibility for everyone's full engagement in the search. It is helpful when other committee members draw colleagues into the discussion since it is the full committee, not a single individual (or even group of individuals), which should vote on and make decisions.

Imbalances of power among committee members can silence some members while allowing for others to control too much of the process. Recognizing and proactively managing these dynamics, while also encouraging professional behavior by all search committee members, is the primary responsibility of the search committee chair.

Search Committee Member Responsibilities

- All search committee members must be actively engaged in reviewing materials submitted by applicants, as well participating in the process to identify top candidates for virtual interviews and subsequent steps.
- Search committee members should distribute the position description and advertisement to colleagues at other institutions, who are often well-positioned to help reach highly qualified candidates.
- Search committee members should use professional networks and expand the search, including consulting with alumni, visiting colleagues, and consortia.
- Search committee members should review professional society directories to identify potential candidates.

Search Committees Should Actively Recruit Applicants

Search committee members need to work proactively to recruit candidates. Many highly qualified candidates should be invited to apply, even if they do not see themselves as a natural fit for The University of Toledo, the Toledo area, or this specific position. Simply placing ads in the relevant places will not produce a strong applicant pool.

- Directly email and call nominees to invite them to apply. Personal outreach is the single most effective tool for building and expanding the applicant pool.
- Chairs should ask each member to contact their colleagues for candidate recommendations.
- As applications come in, committee members should informally assess who might be missing and follow up with exceptional nominees.
- Avoid making assumptions about candidates; don't assume someone is unavailable or non-movable. Circumstances change and, with them, people's responses.

PCN Request. The Resource Person will submit the request for a Position Control Number (PCN) using the appropriate form found at https://www.utoledo.edu/depts/facaffairs/medicine/pdf/comls-faculty-pcn-request.pdf and also in Appendix B.

For clinical positions, after receiving the PCN, the Resource Person (Department Administrator) will contact the UTP Physician Recruiter and begin the requisition in Page Up.

For non-clinical positions, after receiving the PCN, the Resource Person (Department Administrator) will begin the requisition in Page Up.

PageUp. The University of Toledo uses PageUp talent management software as a central repository for application submission materials, applicant tracking, and to manage steps in the recruitment process. It is mandatory that all positions be posted in PageUp. Please see Appendix A for instructions on using PageUp.

Sourcing/posting. Regardless of clinical or non-clinical positions, the Resource Person should work with the Office of Faculty Affairs and Development to source/post the position on internal/external University job boards.

External Job Boards/Advertisements. The Resource Person is responsible for advertising the position in discipline-specific journals, on professional society websites, or on job boards that attract national and international scholars. Clinicians tend to look to their field-specific associations, journals, listservs, and websites for job postings.

All UToledo COMLS open positions should be posted for a minimum of 30 days. Potential job boards include:
- The Chronicle of Higher Education
- Executive Leadership in Academic Medicine (ELAM)
- Higher Education Recruitment Consortium (HERC)
- Association of American Medical Colleges (AAMC)

Search Committee Member Invitation. As noted in the Search Committee section above, the COMLS Dean, Department Chair, and/or the Search Committee Chair will select and formally invite (by letter or email) Search Committee Members to serve on the Search Committee. Search Committee Members are expected to formally accept their invitation. Search Committee membership should include faculty and staff from different backgrounds, a variety of faculty ranks, and career stages. For faculty searches, the majority of Search Committee members must be faculty.

Search Committee Training. As noted in the Search Committee section above, all Search Committee Members (including the Resource Person) must complete the online 'Interviewing Candidates' module before reviewing or interviewing any applicants/candidates.

The Charge Meeting. The Resource Person, in conjunction with the Search Committee Chair, will schedule the charge meeting with all Search Committee Members and Department Chair (or COMLS Dean) to discuss the position description, how the search should proceed, and discuss the proposed timeline. The Search Committee Chair will review and present the policies listed below, as well as the document entitled "Interviewing Legally," which provides specific examples of questions that may or may not be asked of a candidate. Once the charge is set, the Department Chair (or COMLS Dean) will be excused from the meeting. The Search Committee Chair will then assume control of the meeting and will review with the Search Committee the standard list of interview questions. Each committee member will be assigned specific questions to ask each candidate.

Documents for Search Committee to review:
- 3364-50-01 Title IX Policy
- 3364-50-02 Non-Discrimination Policy
- 3364-50-03 Nondiscrimination on the Basis of Disability Policy
- 3364-25-18 Conflict of Interest and Nepotism Policy
- 3364-81-11-001-00 Clinical and Non-Clinical Faculty Recruitment
- Search Committee Guidelines (Appendix E)
- Interviewing Legally (Appendix F)
- Interview Questions (Appendix G)

> **The faculty search process needs to be comprehensive, fair, and consistently applied.**

Please refer to the Checklist for steps 12 – 21.

Other Guidelines About the Search Process:

Timeline.
A timeline should be established by the Resource Person and/or Search Committee Chair. General considerations:

- It is recommended that advertisements be placed for a minimum of 30 days before the Search Committee begins reviewing applications. Application reviews must be recorded in the Candidate Selection Matrix (Appendix D).
- Application review may begin earlier than 30 days, as noted in the Search Committee section above, but consistent review criteria must be applied throughout the process. To ensure fairness, application reviews must be recorded in the Candidate Selection Matrix (Appendix D)

- The Search Committee should meet no later than one week after the posting expires to review/screen applicants and select candidates for first-round virtual interviews. Application reviews must be recorded in the Candidate Selection Matrix (Appendix D)
- The Resource Person will contact the selected candidates to schedule first-round virtual interviews, which ideally should be completed within 1 or 2 weeks after the applicant review/screen. First-round virtual interviews should be completed within 1 or 2 days maximum. First round virtual interviews should use pre-selected questions and all candidates should be evaluated using a score sheet. Score sheets should be submitted to the Resource Person.
- The Resource Person will compile results (anonymously) and schedule a Search Committee Meeting, ideally 1 week after first-round virtual interviews, where results are shared with the Search Committee. The Search Committee will discuss and vote on top candidates to invite for on campus interviews.
- The Resource Person will contact the top candidates and schedule on campus interviews, ideally no more than 4 weeks after the virtual interview. Everyone who meets with the candidate should complete a score sheet and score sheets should be submitted to the Resource Person.
- The Resource Person will compile results (anonymously) and schedule a Search Committee Meeting, ideally 1 week after the final candidate completes their **on-campus** interview. Results will be shared with the Search Committee and the Search Committee should discuss the attributes of each candidate, which will aid the Search Committee Chair to write a letter to the Department Chair/COMLS Dean about unranked Search Committee recommendations.

Evaluation Criteria

The Search Committee will begin the evaluation process by reviewing the application materials in PageUp. If an applicant does not meet the minimum position qualifications, they should not be invited for a virtual interview. The Candidate Selection Matrix (Appendix D) is required to be completed for all searches and all applicants should be included on the Matrix to fairly evaluate if they meet the minimum qualifications, to identify applicants with preferred qualifications, and to record other Search Committee comments.

Identifying the List of Credible Candidates
- Search Committee meetings should be carefully scheduled to include as many Search Committee Members as possible and to promote active discussion of all applicants.
- All ratings should be shared, in advance of the meeting, with the Search Committee Chair and its members. The resource person should assemble the data in a spreadsheet and present the Search Committee with a sorted list of applicants.
- All ratings will be shared anonymously without Search Committee Member's names. Discussion is fuller and more open if assessments are anonymous.

How to Handle Information about Sexual Misconduct

3364-50-01 Title XI Policy (see full policy at https://www.utoledo.edu/policies/administration/diversity/

The University of Toledo (the University) is committed to providing a workplace and educational environment, as well as other benefits, programs, and activities that are free from sex discrimination, sexual harassment and retaliation. To ensure compliance with federal and state civil rights laws and regulations, and to affirm its commitment to promoting the goals of fairness and equity in all aspects of the educational program or activity. Title IX of the Education Amendments of 1972 ("Title IX") is a federal law that prohibits sex discrimination.

The University has developed internal policies and procedures that provide a prompt, fair, and impartial process for those involved in an allegation of sex discrimination, sexual harassment or retaliation. The University values and upholds the equal dignity of all members of its community and strives to balance the rights of the parties in the grievance process during what is often a difficult time for all those involved.

Notice or complaints of sex discrimination, sexual harassment and/or retaliation may be made using any of the following options: (1) File a complaint with, or give verbal notice to, the Title IX Coordinator. Such a report may be made at any time (including during non-business hours) by using the telephone number or email address, or by mail to the office address listed for the Title IX Coordinator or any other Official with Authority. (2) Report online, using the reporting form posted at https://cm.maxient.com/reportingform.php?UnivofToledo&layout_id=7 Anonymous reports are accepted but can give rise to difficulty investigating. The University tries to provide supportive measures to all

Complainants, which is impossible with an anonymous report. Reporting carries no obligation to initiate a formal response as the University respects Complainant requests to dismiss complaints unless there is a compelling threat to the health and/or safety of the University community. The Complainant is largely in control due to this process being Complainant-driven. (3) Report using the University Anonymous Reporting Hotline 1-888-416-1308.

How to Handle Information about Nondiscrimination
3364-50-02 Non-Discrimination Policy (see full policy at https://www.utoledo.edu/policies/administration/diversity/

The University of Toledo does not discriminate on the basis of race, color, religion, sex, age, national origin, ancestry, sexual orientation, gender identity and expression, military or veteran status, the presence of a disability, genetic information, familial status, political affiliation, or participation in protected activities in its provision of employment and educational opportunities. Discrimination, including discriminatory harassment, on any of those bases is strictly prohibited. Upon notice of possible discrimination, the University takes prompt and appropriate steps to determine what occurred, end a discriminatory practice or hostile environment if one has been created, and prevent its recurrence. Retaliation against anyone because he or she has made a complaint or served as a witness or otherwise engaged in activity protected by this policy is also strictly prohibited by this policy.

The University encourages anyone who believes he or she has been subjected to conduct in violation of this policy to file a complaint under this policy to ensure that the University has an opportunity to address prohibited conduct.

Unconscious Bias

What is Unconscious Bias?
We all have biases—some explicit, many implicit. These biases have an effect on how we view others and how we make decisions, including decisions about faculty hiring. Perhaps most disturbing, implicit biases can be at odds with our own conceptions of ourselves and our conscious values and standards.

Recognize Your Own Unconscious Biases
Acknowledging and understanding your biases and those of your colleagues can minimize the influence they have on the search. Spending sufficient time on evaluation can also reduce the influence of assumptions that may not be warranted.

Unconscious Bias and its Influence on Decision Making
- Search committee members often give preference to applicants they know, whose advisors or mentors they know, or who hold a degree from their own alma mater or one of a small number of elite institutions.
- Women, minorities, and candidates from institutions other than traditional peers can be held to higher standards. Search committee members may scrutinize their records in an unconsciously dismissive way, evaluate the same achievements as others to be less important, and fail to notice unexpected achievements.
- Search committee members can inadvertently, or even overtly, minimize the contributions by women and minorities, and may unfairly attribute success to mentors and collaborators.
- Be especially vigilant about statements concerning "fit." This euphemism is often used to exclude individuals whose demographic characteristics don't match the demographics of the department or field.
- Another concept to scrutinize is "potential." Since decisions about early career stage scholars often depend upon predictions about potential, superficial qualities should not color assessments of actual achievements.
- For women especially, it is important to not let the concept of family commitments enter the evaluation. Women and minorities tend to be evaluated less positively than white men of equal accomplishment. Be aware of contaminating influence.

Look for All Existing Applicants, Even Those "Not Quite Right" for the Current Position

All committee members should look for applicants who may not be ideal for this specific position but who are still attractive as potential faculty members. The committee should discuss and bring all such individuals to the attention of the Department Chair.

Activities That are Not Helpful to a Successful Search

- Search committee members will refrain from reference checking early in process or without the direction of the search committee chair (DO NOT MAKE INQUIRY CALLS)
- It is not the duties of the search committee to attempt to identify the "one" finalist or produce a rank ordered list of candidates.
- Search committee members will not discourage applicants through oral or written comments.
- It is against policy to inquire about race, marital status, religion, sexual preferences, or other protected characteristics of candidates.
- In no way should a search committee member engage internal candidates regarding the search, outside of the search process.

Meeting the Candidate

Once the CV review is completed, a list of candidates will be assembled, and the search committee resource person will schedule interviews via WebEx. Copies of the approved interview questions (Appendix G) will be provided for each committee member. Each member will be assigned questions and will be responsible for asking the same questions in the same order to each of the candidates to maintain consistency. Asking the questions in a different order provides a risk of putting an unintentional emphasis on the question.

Internal candidates will be treated the same as external candidates. They will be asked the same questions and meet with the same individuals throughout the search. Internal candidates will be excluded from external candidate's lunches/dinners if in the same department.

At the conclusion of the final WebEx interview, the committee shall discuss which candidates should be brought to campus for in person interviews.

The First On Campus Interview

Once the "short list" is determined, the candidates will be contacted and provided a number of possible dates to consider for visiting campus. Many of the candidates will have to rearrange their commitments in order to travel to Toledo. Upon agreement of the interview date, the resource person will develop an itinerary. The itineraries should be similar for each candidate.

The campus interview should allow time for meetings with leadership and other pertinent individuals. Ideally the candidate will meet with the Search Committee, Department Chair, COMLS Dean, the Assistant Dean for Finance and Administration, Associate Dean for Faculty Affairs and Development or the Director for Faculty Affairs and Development, , the Chief Physician Executive for UTP and key faculty. An informal lunch with the department faculty is beneficial as there is not time for more structured one-on-one meetings during this visit. It is useful to the candidate if a break can be left in the day for them to catch up on necessary email or phone calls.

Evaluations will be sent out to all individuals who met with the candidate. (Appendix H) The resource person will tally these and return that information to the search committee chair for review. This information may be released to the committee with the evaluator's names redacted.

The Second On Campus Interview (if applicable)

The second in person interview for the returning candidates should focus more with the faculty. Formal meetings with groups of faculty members should take place. During this visit, campus tours can be arranged. The candidate will be scheduled to meet with any of the leadership that was not available during the first visit. Again, it is beneficial to the candidate if a break can be left in the day for them to catch up on necessary email or phone calls.

The resource person will also reach out to the realtor to connect with the candidate prior to the visit. On the second visit it would be ideal for the candidate to have a couple hours to see the area and housing options available.

After all candidates have been interviewed, the search committee will meet to decide on how to proceed.

If a candidate has a partner who will need placement help, try to help arrange interviews or other opportunities for the spouse or partner as early in the hiring process as possible.

After the In-Person Visits

The search committee will meet shortly after the final candidate in person visit for discussion. They will decide whether to:

- Repost and continue the search.
- Ask any candidates that have applications "on hold" to interview.
- Consider the search failed with no qualified and recruitable candidates and request the assistance of a search firm if one is not already engaged in the search.
- Choose 2-3 qualified and recruitable candidates to present to the Department Chair.

If requesting a search firm, the chair of the search committee will meet with the Assistant Dean for Finance and Administration to discuss budgeting for the search.

Once the committee agrees on the 2-3 qualified and recruitable candidates, the committee chair will write a letter to the Department Chair which will be vetted by the committee prior to submission through the resource person.

The Department Chair will take into consideration the determination from the search committee when making his decision on the next steps for the position.

Faculty Appointments Higher Than Assistant Professor

Any positions that are hired at a rank higher than assistant professor are required to follow The University of Toledo College of Medicine and Life Sciences Procedures for Appointment, Promotion, and Tenure.

The faculty track should be considered for each position using the College of Medicine and Life Sciences Faculty Tracks for Academic Rank and Criteria for Promotion.

References

Best practices for conducting faculty searches 2.0. (2018). Retrieved from https://hwpi.harvard.edu/files/faculty-diversity/files/best_practices_for_conducting_faculty_searches_v2.0.pdf.

(2005). A guide for search committees. Retrieved from http://college.emory.edu/hr/documents/guide-for-search-committees.pdf

Tugend, A. (2019). How to keep faculty searches on track. *Chronicle of Higher Education, 65*(17). Retrieved from https://www.chronicle.com/article/How-to-Keep-Faculty-Searches-/245411.

Bowes, S., Castle, L., Feist-Price, S., Gabbard, C., Lineberry, G., Verble, W., & Weyer, J. (2015). Faculty hiring guidelines, best practices and toolkit. Retrieved from http://www.uky.edu/hr/sites/www.uky.edu.hr/files/employ/images/Faculty Hiring Guide WEB.pdf

Fine, E., & Hangelsman, J. (2005). Searching for excellence & diversity: A guide for search committees. *Women in Science and Engineering Leadership Institute*. revised 2012

Suggestions for External Job Boards

The Chronicle of Higher Education
(Top news source for college and university faculty members and administrators)
1255 23rd Street, NW, Suite 700, Washington, DC 20037
Phone: 202-466-1050
Fax: 202-296-2691
Web: www.chronicle.com
E-mail: jobs@chronicle.com (for advertising)

ELAM (Executive Leadership in Academic Medicine)
Drexel University College of Medicine
2900 W. Queen Lane
Philadelphia, PA 19129
Phone: 215.991.8240
Fax: 215.991.8171
Web: https://drexel.edu/medicine/academics/womens-health-and-leadership/elam/job-postings-search-committees/
Email: ELAMjobs@drexel.edu (for advertising)

Association of American Medical Colleges (AAMC)
655 K Street, NW, Suite 100
Washington, DC 20001-2399
Phone: 202-828-0400
Web: https://careerconnect.aamc.org

Human Resources
PageUp Training Guide

Logging into system

https://utoledo.dc4.pageuppeople.com/

- The University of Toledo username and password

Career site: utoledo.edu/jobs

External: https://careers.utoledo.edu/cw/en-us/listing/

Internal: https://careersmanager.pageuppeople.com/1086/ci/en-us/listing

UToledo Bargaining Unit Bidding: https://www.utoledo.edu/jobs/dev/pageupwidget.html

How to Apply – Employee instructions

- Directions for current employees on how to apply for positions in PageUp can be found in the **Employee Toolkit**
- https://www.utoledo.edu/jobs/internal-jobs.html#openposition

Navigation

- *—the asterisk is a required field and is seen throughout the entire PageUp system
- *—the asterisk in **red** will appear if you forgot to complete a required field
- Blue field below a cell: Displays data from Banner
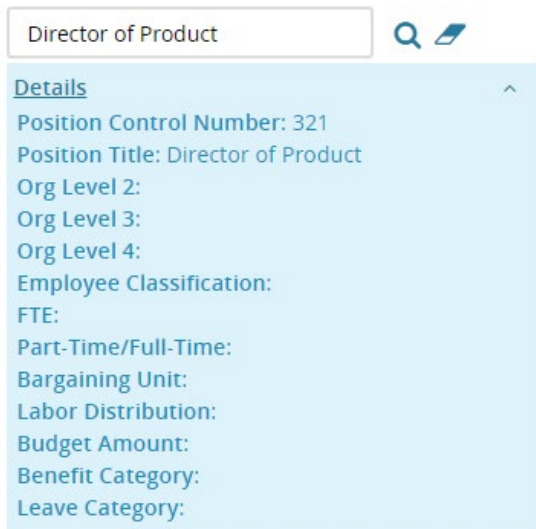
- —"eraser" allows you to erase the field

- —"magnifying glass" allows you to search the field

Dashboard fields

- o —by clicking on the PageUp icon it will take you to your dashboard
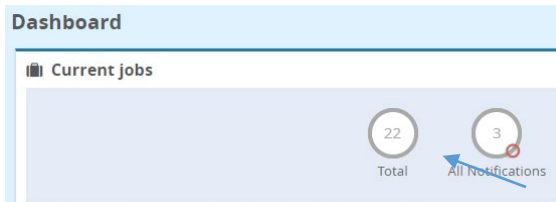
- o —In the Dashboard you will see a larger circle that identifies the number of actions

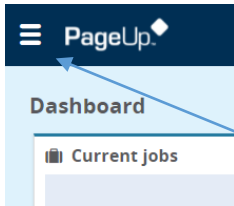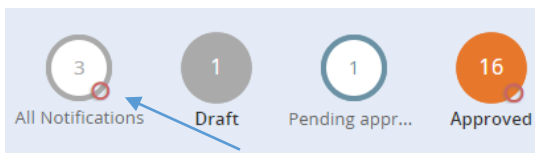- o —In the Dashboard you will see a smaller circle in the lower right which identifies a new action that needs your attention

Job Requisition page
- Sourced
  - o Red "**X**'s"—the position **is not** sourced/advertised
  - o Green "**Checks**"—the position **is** sourced/advertised

- Other icons (order from left to right):
  - o Pencil icon—Edit
  - o Yellow icon—Notes
  - o Magnifying glass icon—Preview
  - o Dollar sign icon—Job Costs
  - o Blue person icon—Applications
  - o White box with red X icon—Close job
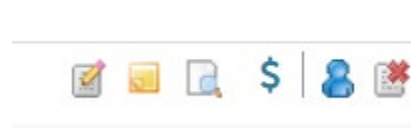
- Three dots to the far-right side of the page
  - o Print—you can print the Job Requisition
  - o History—shows dates of names

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- o Revision History—shows you what was changed. The "From" is the before the "To" is after and the date of the change.

- o View applications—another way to access the applicants
- o Copy job—to create another requisition

Scenarios
- Job aka Job Requisition—
  - o Is used to create the posting of the position for candidates to apply to the position
  - o Requires approvals

How to create a requisition
- Select "Jobs"

- Select "New Job"
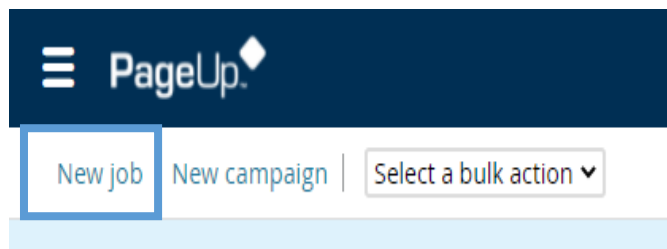
- Enter values
  - 1. Position aka PCN
    - ▪ Click the binoculars to find the PCN
  - 2. Templates will be used for certain scenarios
    - ▪ select "--No template—"
- Click on "Next>"

Editing the Job
- Tabs within the Job
  - Position Info
  - Notes
  - Sourcing[1]
  - Documents
- **Tab: Position info**
- Enter values
  - Title: Enter the title of the position followed by the department. (eg. Assistant Professor, Department of Medicine)
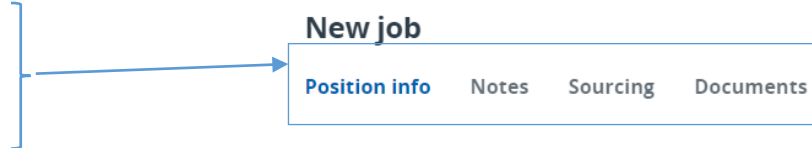
Title:*	HR Training Consultant

- Float, Rotate, On call, Travel, Weekend/Holiday
  - These are not mandatory fields and should be left unchecked

Float:	◉ Yes ○ No
Rotate:	◉ Yes ○ No
On call:	◉ Yes ○ No
Travel:	○ Yes ◉ No
Weekend/Holiday:	◉ Yes ○ No

- Number of Openings
  - You can add multiple "PCNs" in the one requisition.
  - Update the "Type"
  - To add another PCN:
    - Enter the # of positions in the "New" or "Replacement" field
    - Click "Add more"
    - Enter the new "Position no"
    - Update the "Type"

NUMBER OF OPENINGS

Select the amount of positions required: New (additional headcount) or Replacement (backfilling an existing employee)

NO ACTION NEEDED: If there are not additional openings.

Positions:

	Position no	Type:	Applicant	Application status	
1	998883	Select ⌄	-	-	Cancel

New: [ ] Replacement: [ ] Add more

Reason: Select ⌄

- Search Committee Details
  - Add Search Committee Chair (this is not the department chair)

■ Add Search Committee members

SEARCH COMMITTEE DETAILS

Search committee chair:* ..en LaPoint
Email address: Aaren.Lapoint@UToledo.Edu ⌄

Search committee members:
[Add Search committee member]

Recipient   Remove all
No Search committee member selected.

Search committee member information:

SELECTION CRITERIA

[Add]

ℹ There are no items to show

[New]

- Click "Generate Description" this takes values from the fields in the job posting and creates the "Advertisement text". The values can be changed here if you like.

Advertisement text:

[Generate Description]

B *I* U S ≡▾ ☰▾ ⇥ ⇤ Formats ▾ A ▾ A ▾ ⚭ ▦ ▦ ▦▾ I_x <>   ⊘

Users and Approvals

- From the drop down, choose "Faculty COMLS" for the approval process.
  ■ Department Chair
  ■ Assistant Dean for Finance and Administration
  ■ Budget: Toi Fisher
  ■ COMLS Dean

USERS AND APPROVALS

For new requisitions, please select a status of Pending Approval.

Department Admin: [   ] 🔍 ✎
                                      No user selected.

Hiring Manager:*   Candace Busdiecker   🔍 ✎
                                      Email address: ⌄
                                      Candace.Busdiecker@utoledo.edu

Approval process:*   Faculty COMLS   ⌄

1. Department Chair: [   ] 🔍 ✎
                                      No user selected

2. Sr Assoc Dean Admin & Finance: David Walczak   🔍 ✎
                                      david.walczak@utoledo.edu   ⌄

3. Budget: Toi Fisher   🔍 ✎
                                      Toi.Fisher@utoledo.edu   ⌄

HR Recruiter:*   Wafaa Ayaad-Hanna   🔍 ✎
                                      Email address: Wafaa.Hanna@utoledo.edu ⌄

Status:*   Select   ⌄
                                      Next page ❯
                                      Please fill in all mandatory fields marked with an asterisk (*).

[Save a draft] [**Submit**] [Save and exit] [Cancel]

- Status: Select "Pending approval"
- Click on Submit

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The requisition will go through the approval process and once approved, the Office of Faculty Affairs and Development will source it (post) to the internal and external UToledo job boards. It will be up to the resource person to source it to external job boards, discipline-specific journals, or professional societies.

Please reach out to the Office of Faculty Affairs and Development with any questions or further assistance.

COMLS Faculty Position Request Form (PCN) (Appendix B)

COLLEGE OF MEDICINE
AND LIFE SCIENCES
THE UNIVERSITY OF TOLEDO

Faculty Position Control Number Request

Requestor Information

Last Name

First Name

Phone Number

Department

New Position Information

Position Title

Org#

Index

Source of Funding

FTE

Employee class

New Position   Replacement Position

Budgeted Amount   Replacing (name)

Reports to

Please complete and return to David.Walczak@utoledo.edu. If you have questions, contact the Office of Faculty Affairs at 419-383-4200. Thank you.

David Walczak   Date

Assigned PCN

Budget   Date

Conflict of Interest (Appendix C)

Faculty Search Committee Disclosure of Conflict of Interest and Confidentiality

Date:

1. **Conflicts of Interest**. Please check the box below (COI, none) if you have NO real or potential conflict of interest with the candidate. If you have a real or potential conflict of interest, you must indicate this on the next page and recuse yourself from the discussion and voting.

2. Confidentiality is critical. By checking the box below you AGREE TO MAINTAIN THE CONFIDENTIALITY of materials & discussions related to this candidate, restricting disclosures within the confines of the APT committee members and their deliberations.

	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐
	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐
	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐
	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐
	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐
	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐
	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐
	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐
	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐
	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐
	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐
	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐
	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐
	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐
	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐	COI, none	☐
	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐	Confidentiality	☐

Conflicts of Interest:

1. I have a real or potential conflict of interest with the applicant and recuse myself from deliberation and discussion:

Member   Applicant

Please describe:

Member   Applicant

Please describe:

Candidate Selection Matrix (Appendix D)

University of Toledo College of Medicine and Life Sciences
Candidate Selection Matrix (please see 'instructions' tab for using this matrix)
Use this matrix to pre-review applicant pool and select candidates for interviews. Selection should be based on position description Minimum Requirements and Preferred Qualification

Position Title:		Department Name:		Job Reference Number:
Date:		Search Committee Chair:		

Applicant Name	Minimum Required Qualifications	(enter minimum qualification 1)	(enter minimum qualification 2)	(enter minimum qualification 3)	(expand minimum qualifications as needed)	Preferred Qualifications	(enter preferred qualification 1)	(enter preferred qualification 2)	(enter preferred qualification 3)	(expand preferred qualifications as needed)	Comments by committee members

Matrix Instructions

This matrix should be used to determine which applicants have the most relevant job experience and who should be considered for an interview (moved from 'applicant' to 'candidate'). The search committee should design the matrix categories to correspond to the: job description, duties, knowledge, skills, and, abilities needed to successfully perform the job.

Matrix considerations:

1. Please ensure that the matrix categories capture all the minimum and preferred qualifications in the job posting

2. Please agree to items which can be "measured" from the application materials vs. those which better measured during an interview. For example, it is often difficult to determine how much experience an applicant has in working with diverse populations. This could be better determined in an interview.

3. Please discuss the scoring matrix with committee members in advance. This will help committee members understand what how numerical values (e.g., 1 to 5) will lead to more consistent and fair reviews during the search process.

4. Create a numeric rating system for the matrix (e.g., 1 to 5), clearly define low and high scores, and consider defining scores (e.g., 1 = low, 2 = below average, 3 = average, 4 = above average, 5 = excellent)

5. Search commitees may assign greater weight to specific qualifications based on the importance of a job function. For example, if the position is focused on one specific qualification, the committee may assign extra weight to that qualification (e.g. three times), compared with other qualifications.

Search Committee Guidelines (Appendix E)

College of Medicine Search Committee Duties

The Chair of the Search Committee shall:
- Work with the Department Chair to communicate the prospective vision for the department and new chair
- Lead the search process, with support from the identified resource person
- Inform and manage the search committee members
- Manage the timeline
- Identify a pool of qualified candidates consistent with the principles established by the Department Chair in the 'Charge to the Committee'
- Identify 2-3 qualified and recruitable candidates
- Submit the search committee's list of 2-3 qualified and recruitable finalists to the Department Chair

The Co-Chair of the Search Committee shall:
- Assist and support the Chair on all duties as described above
- Serve in the role of Chair should the Chair be unavailable or incapacitated

The Search Committee members shall:
- Attend and participate in the meetings and committee activities
- Identify and recommend to the Committee candidates who meet established criteria…but allow the Committee process to communicate with and vette such candidates for consideration
- As directed and communicated by the Chair of the Committee, and in coordination with the Search resource person, vette candidates: at appropriate stages of process determine if candidate has requisite experience and s kills to meet the needs of the department and College of Medicine and Life Sciences.
- Under direction of the Chair, check references of finalists, after second interview (if appropriate). This is to be done discretely
- Identify 2-3 qualified and recruitable finalists for discussion with the Department Chair

The Search Resource Person shall:
- Assist the Chair to manage the timeline
- Logistics for candidates
- Communicate with candidates
- Central communication with Search/Advisory Committees
- Communicate with search firm
- Schedule/create candidate itinerary
- Verify Committee training
- Document process
- Update the Department Chair on the progress of the search
- Follow up with The Tyo Group on the outcome of the search

The Search Firm shall:
- Ensure a consistent, coherent message for candidates, codified in the Position Specification
- Current Context of Search
- Nature of the Opportunity
- Expectations for the position
- Candidate Qualifications, including leadership characteristics

Interviewing Legally (Appendix F)

INTERVIEWING LEGALLY

From time to time, you may be called upon to interview potential employees, either as a member of a search committee or as a member of the department in which the potential employee will work. This information is meant to give you some ideas on appropriate questions. If you ask inappropriate questions, regardless of your motivation, the applicant may file a charge against the university alleging unfair treatment. There are a lot of laws out there and you need to knowwhat you can and cannot ask.

Questions must *always* be job related. For example: Asking a woman what she plans to do about child care would be inappropriate because it is a) not relevant to the position and b) unlikely that a man would be asked the same question. Similarly, asking an applicant what language they speak at home would be wrong.

The following will give you a quick reference when interviewing potential employees or current employees applying forpromotion or transfer.

If you don't know if you should ask it, DON'T ASK!!

QUESTIONS ABOUT...	*ARE INAPPROPRIATE IF YOU ASK...*	*YOU MAY ASK...*
NAME	Maiden Name If their name has changed or what it was.	Current name only
PLACE OF BIRTH OR RESIDENCE, NATIONAL ORIGIN	Birthplace of applicant or his/her parents, lineage, decent, nationality	Current residence Length of current residence.
RELIGION OR CREED	Religion, church, parish, or religious holidays observed.	*Nothing*
GENDER	*Anything*	*Nothing*
AGE	*Anything*	Whether applicant is over 18 years of age or has a work permit.
RACE OR COLOR	Race, color of skin, eyes, hair, etc.	*Nothing*
CITIZENSHIP	Whether the applicant is a citizen or intends to become one.	Whether the applicant has the legal right to work in the US.
LANGUAGE	Applicant's mother tongue or the language used most often in the home.	Languages spoken or written fluently.
DISABILITY	Anything regarding general health or whether or not an applicant has a disability, even if one is obvious. Whether the applicant has ever received Worker's Compensation.	After explaining the essential functions of the job, asking the applicant to demonstrate or explainhow he/she would perform the functions.

QUESTIONS ABOUT...	ARE INAPPROPRIATE IF YOU ASK...	YOU MAY ASK...
EDUCATION	Anything which might indicate age, nationality or religious affiliation.	Level of education completed, GPA diploma, degree, licenses, etc.
RELATIVES OR MARITAL STATUS	Names/addresses of any relatives. Inquiries about spouse or children. Whether or not the applicant is married.	Names of those employed here.
IN CASE OF EMERGE NCY	Name and relationship of nearest relative.	Name and number of person to call
MILITARY VETERAN STATUS	Military experience in other than US Armed Forces. Dates and conditions of discharge.	Military experience in US Armed Forces. Job related skills obtained in service.
ORGANIZATIONS AND MEMBERSHIPS	All clubs, social fraternities, lodges, or any organization which might reflect race, gender, religion, etc.	Membership in professional and trade organizations.
REFERENCES	A Pastor, or religious leader, relatives	Names of character and/orprofessional references.
HEIGHT AND WEIGHT	*Anything*	*Nothing*
ARREST RECORD	The number and kinds of <u>arrests</u>	Number and kinds of <u>convictions</u>
ECONOMIC STATUS	Questions about garnishments, bankruptcy, credit, living arrangements, home ownership, etc.	Applicant to submit to a credit check if it is required for the job.
DRIVING RECORD	Whether applicant owns a car. Inquiry into driving record if driving is Not required for the job.	If needed for the job, whether the applicant has transportation available foruse. Asking if applicant can get to work.

Interview Questions (Appendix G)

The University of Toledo College of Medicine and Life Sciences
Chair Department of Your Choice

Doc Tor, M.D.
Assistant Professor, Department of Your Choice
University of Toledo
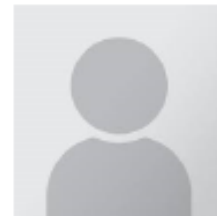
PROCEDURE

The Committee Chair welcomes the candidate and explains that the interview will cover three main areas – candidate's background and experience in administration, scholarly works, and leadership experience. The Committee Chair states that there will be time at the end for answering questions that the candidate may have about UTCOM.

Committee Chair and other Committee Members introduce themselves briefly stating their title and position with, or relationship to, the UTCOM.

Discussion begins. With all questions, committee attempts to learn specifics of candidate's past experiences, not just generalities.

CHAIR "ICE BREAKER" QUESTION

Committee Chair says something to the effect that "We are especially pleased to have the opportunity to meet with you so that you can tell us about yourself."

1. Tell us something about your background and interests and why the University of Toledo seems like it might be a good fit for you at this point in your career.

Score 1-5	Comments:

2. How would you describe your leadership style? Give us an example of how you apply this to solve a problem.

Score 1-5	Comments:

COMMITTEE MEMBER SPECIFIC QUESTIONS

STRATEGIC EXPERIENCE

3. The University of Toledo has an academic affiliation with ProMedica, and it offers both opportunities and challenges.

Have there been any major strategic initiatives in your institution in the last few years and what part did you play? How did you impact change?

Score 1-5	Comments:

4. Please provide examples of your involvement with efforts in your organization that support practices and a culture to sustain or improve diversity, in the faculty, staff, and students.

Score 1-5	Comments:

LEADERSHIP AND VISION

5. The Chair will be using his experiences to align the Department. (3 Part Question)

5a. What do you see as important attributes for success as a Chair?

Score 1-5	Comments:

5b. What do you see as the most likely significant opportunities for growth in the Department?

Score 1-5	Comments:

5c. What could be the greatest threat to the success of these efforts?

Score 1-5	Comments:

OPERATIONS AND APPROACHES

A key responsibility of this role will be to facilitate the recruitment and retention of faculty that advances our Mission to improve the health of our community and region.

6. Tell us what you have done to improve or modify the educational experience of faculty, residents, staff and students.

Score 1-5	Comments:

7. Give us an example of a major accomplishment which highlights your ability to innovate.

Score 1-5	Comments:

8. Describe a setback within your career, and how did it affect or alter your strategic goals?

Score 1-5	Comments:

EMOTIONAL INTELLIGENCE

9. What evidence do you have that you have created a positive climate or culture at your current institution?

Score 1-5	Comments:

10. On an average day, is your main focus on results and tasks or people and emotions?

Score 1-5	Comments:

11. Tell us about a time when you had to have a crucial conversation. This could be students or residents, faculty or administration. How did you handle it? What was the outcome?

Score 1-5	Comments:

12. Explain how you handle frustrating situations.

Score 1-5	Comments:

PERSONAL INSIGHT

13. What aspect of your work do you find most enjoyable and motivating?

Score 1-5	Comments:

CLOSERS

14. What factors would most influence your decision to accept this position, if it were to be offered to you?

Score 1-5	Comments:

15. Do you have any questions for us?

Score 1-5	Comments:

☐ Recommend for next round   ☐ Hold   ☐ Reject

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Evaluations (Appendix H)

1. Reviewer Name (will not be shared)

[   ]

2. Candidate's understanding of the position: Assess candidate's knowledge of the position, itscomplexities and responsibilities

_____ Poor

_____ Good

_____ Above Average

_____ Excellent

_____ Not able to judge

3. Professional impression and executive presence: Consider self-confidence, presence, andemotional intelligence to assess the candidate's level of professionalism

_____ Poor

_____ Good

_____ Above Average

_____ Excellent

_____ Not able to judge

4. Environment: Assess candidate's understanding of the Department of_____.

_____ Poor

_____ Good

_____ Above Average

_____ Excellent

_____ Not able to judge

5. Interpersonal/communication skills: Assess candidate's ability to express ideas and thoughtsclearly across all levels

_____ Poor

_____ Good

_____ Above Average

_____ Excellent

_____ Not able to judge

6. Career progression, depth and variety of relevant experience: Assess the scope and diversity of experiences

	Poor	Good	Above Average	Excellent	Not able to judge
Clinical Operations					
Graduate MedicalEducation					
Research andScholastics					

7. Influence: Assess the candidate's ability to lead others and foster collaborative relationships

_____ Poor

_____ Good

_____ Above Average

_____ Excellent

_____ Not able to judge

8. Championship: Assess the candidate's ability to develop and engage with staff as a foundation for strong performance, and to recruit/retain/promote the careers of women andunderrepresented minorities

_____ Poor

_____ Good

_____ Above Average

_____ Excellent

_____ Not able to judge

9. Commitment to education: Assess the candidate's ability and commitment to mentoring and training the next generation of physicians

_____ Poor

_____ Good

_____ Above Average

_____ Excellent

_____ Not able to judge

10. Entrepreneurial innovation: Assess the candidate's ability to implement creative solutions and think "outside the box"

_____ Poor

_____ Good

_____ Above Average

_____ Excellent

_____ Not able to judge

11. Vision: Assess the candidate's expressed vision for the Department of_____ .

_____ Poor

_____ Good

_____ Above Average

_____ Excellent

_____ Not able to judge

12. Could you envision this candidate leading the Department of_____ ?

_____ Yes

_____ No

_____ Maybe

13. Could you envision working with this candidate?

_____ Yes

_____ No

_____ Maybe

14. What do you like best about this candidate?

15. What are your concerns about this candidate?