1) Department initiates a formal search process
   a) Advertise position(s)
      • A limited search is required for all new Academic Clinician full-time appointments.
         o The search process must include every effort to enhance the recruitment of women and underrepresented minorities and to ensure the inclusion of such candidates in the candidate pool.
      • Approved positions must be advertised in accordance with the Affirmative Action guidelines and procedures of the University and the Perelman School of Medicine.
      • The advertisement text must be approved by a Diversity Search Advisor (DSA) using the PSOM Faculty Ad Generator online application <www.med.upenn.edu/apps/my/fapd>
      • After DSA approval, the ad for Academic Clinician full-time will be posted on the Faculty Affairs & Professional Development website <http://www.med.upenn.edu/apps/faculty_ad/>
      • The faculty ad must be placed in one (1) other location, which may include professional journals, on-line advertising, or websites of professional organizations.
      • Additional outreach should be conducted to women’s and minority organizations to expand and diversify the applicant pool.
      • Ad must be posted and published for at least one (1) month, in both locations, before a preferred candidate may be appointed.
   b) Establish a formal search committee for each position
      • The search committee will include three (3) faculty members.
         o Search committees should, if possible, include among their members women and minority faculty. All members of the search committee should have responsibility to identify and recruit qualified women and minority persons.
   c) Completed AA Appointment Form is required
      <http://www.med.upenn.edu/fapd/affirmative-action.html>