1) **Department initiates a formal search process**
   a) **Advertise position(s)**
      - A *national* search is required for all new Standing Faculty, Tenure and CE; and Research Track faculty appointments.
        - *The search process should be sufficiently broad to capture all qualified individuals, including those who are members of underrepresented groups. Ensure that full and fair consideration has been given to women and minorities.*
      - 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 <http://my.med.upenn.edu/ >
      - After DSA approval, the faculty ad is posted on the Faculty Affairs & Professional Development website <http://www.med.upenn.edu/apps/faculty_ad/ >
      - The faculty ad must be placed in a minimum of two (2) professional journals (the journals may be either on-line or hard copy publications)
      - A formal national direct search letter from the department chair/search committee must be sent to universities, schools, and departments (may use email for distribution)
      - Additional outreach should be conducted to women’s and minority organizations to expand and diversify the applicant pool <http://somapps.med.upenn.edu/fapd/documents/ext00248.pdf >
      - All faculty applicants must apply online per University policy
      - The faculty ad must be posted and published at least three (3) months before a preferred candidate may be appointed
      - The faculty ad and search letter are valid for up to two (2) years

   b) **Establish a formal search committee for each position**
      - Membership of the search committee should be appointed by the department chair.
      - The search committee will include minimum of three (3) faculty members; ensure membership is diverse to include women and minorities; Diversity Search Advisor (DSA) may serve on search committee.
      - Review proposed search committee members with the search chair and Diversity Search Advisor (DSA). A faculty member from outside the department would be able to provide objective perspectives and will be helpful if the position is designed to collaborate with other departments.
        - *Wherever possible, search committees should include individuals from groups underrepresented on the Penn faculty, proponents of diversity, and individuals with clinical and research interests compatible with those sought through the search.*

   c) **Completed AA Appointment Form is required**
      <http://www.med.upenn.edu/fapd/affirmative-action.html >