

# **DEPARTMENT OF MEDICINE**

## **FACULTY RECRUITMENT Guidelines and Resources**

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## C. DECISION MAKING

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## E. NEED TO KNOW

## A. PRE-RECRUITMENT

### 1. Submit Requisition for approval to post and recruit for an open position(s)

1. For UAB Full-Time (01 status) or Part-Time (03 status) positions, a requisition will need to be created in PeopleAdmin (PA) and submitted for approval. Once Department approves the PA requisition, Division will need to complete and submit the Active Search phase within the SOM Portal entry.
  - Send SOM approval email to [DOM-Recruitment@uabmc.edu](mailto:DOM-Recruitment@uabmc.edu).
  - The naming convention in the subject line of the email should be: DivAbbrev.PAreq#.position#.rank (or open rank)
    - Ex. RheumF201P.00201.AssistantProfessor
    - Until Provost has finalized programming for the PA requisition number to be available, insert PAreq as the requisition number
2. For HSF Full-Time positions, with an irregular or volunteer UAB appointment, there will not be an entry in PeopleAdmin since it is not an Academic position. However, an Active Search within the SOM Portal will still need to be completed.
  - Send SOM approval email to [DOM-Recruitment@uabmc.edu](mailto:DOM-Recruitment@uabmc.edu).
  - The naming convention should be: DivAbbrev.HSF.rank (or open rank)
    - i. Ex. RheumHSF.AssistantProfessor
3. The most overlooked step in the hiring process is the first and one of the most important: position description. This should be created or updated before screening/interviewing candidates
4. The position description is used to identify the skills and competencies that the ideal candidate would possess as well as to describe the essential functions of the position.
5. The position description should include:
  - ✓ A brief statement of duties.
  - ✓ Minimum qualifications (e.g., degrees and experience requirements) and other desirable credentials.
  - ✓ Rank and/or title; if either of these is negotiable, this should be stated.
  - ✓ Information on whether the position is full- or part-time and whether it is ongoing or for a specific term.
  - ✓ Proposed/ideal starting date.
  - ✓ Closing date for receipt of applications.
  - ✓ Contact information, including where applicants should send their credentials
  - ✓ All advertisement must include the University's **Affirmative Action/Diversity and Inclusion** statement:– <https://www.uab.edu/faculty/hiring/advertisement-content-requirements>.
6. Estimate the total investment you wish to make from Division and DOM funds, include AEF and Impact and schedule a meeting with Drs. Seth Landefeld, Stu Frank, Cindy Joiner and Shane Wiley to discuss the investment and what sources can be identified.

**BEST PRACTICE  
POSITION DESCRIPTION**

*Prior to initiating a search for a faculty position, the position description should be carefully reviewed by the search committee and the Division Director. The position description should reflect the needs of the department/division and is drafted as broadly as possible to attract the largest available pool of potential applicants. Faculty position descriptions should clearly articulate the job duties/responsibilities and related competencies (i.e., job-related skills and communal behaviors).*

**BEST PRACTICE  
ESTIMATE TOTAL INVESTMENT**

*Estimate the total investment you wish to make from Division and DOM funds, include AEF and Impact and schedule a meeting with Drs. Seth Landefeld, Stu Frank, Cindy Joiner and Shane Wiley to discuss the investment and what sources can be identified*

**2. Assembling the Search Committee and Initial Set-up (2-4 weeks prior to kick off)**

The creation and use of a search committee (SC) is required for all permanent part-time and full-time faculty positions. SCs play a vital role in recruiting, evaluating and recommending the most qualified candidates to the Department Chair and or Division Director. The SC is responsible for conducting the preliminary work of creating a diversified pool of qualified applicants, and screening candidates for the position. Searches result in lasting impressions on all candidates, including those who are interviewed, but not hired.

1. The Search Committee should include, when possible, members from diverse backgrounds who may bring a broad array of ideas and expertise. (Be aware that women and minorities underrepresented in their fields are frequently asked to sit on various committees and may be overburdened, resulting in them declining to participate).
2. The SC is nominated by the Division Director and should be established as early as possible, especially if they are expected to provide input on the advertisement.
3. The Function of the search committee should be determined: to review and recommend OR to screen and provide feedback.

Types of Search Committees:

- (a) Standing - Default committee for recruitment searches; a Division should have at least one, but may have more than one (e.g., Clinical Search Committee for clinical recruitments, Research Search Committee for research recruitments, Blended Search Committee for all recruitments)
  - (b) Ad Hoc Search Committee – formed for a single recruitment (e.g., Senior Level Leadership recruit)
4. A search committee chair should be appointed by the Division Director. The committee chair should hold a position at the same level as or a higher level than the vacant position.
  5. While the committee size may vary depending on the size of the Division, a group of approximately 4-6 members is desirable. For senior-level searches, the committee size may be larger, reflecting the number and diversity of stakeholders affected by the hire.

6. In cases where there are no underrepresented minorities or females in a division to serve on a search committee, female or underrepresented faculty or staff members from another division or department should be invited, if appropriate, to join the search committee.
7. Efforts should be made to ensure that the SC reflects the diversity of the division, department and University. The SC should represent a broad diversity of gender, race, perspective, expertise and backgrounds and include as many of the following as possible:
  - √ URiM
  - √ Female
  - √ Staff
  - √ Outside the Department/Division
  - √ Academic background outside UAB
8. Search Committee members, Department and Divisional Chairs are required to complete the Diversity Training Workshop, "Unconscious Bias" with Dr. Monica Baskin. This should be done during the first meeting of the SC and before screening candidates.
9. Any familial and/or other relationships among the committee members that might influence or have the appearance of influencing a recruitment outcome must be disclosed in the recruitment plan.

**BEST PRACTICE**

**A DIVERSE SEARCH COMMITTEE**

*Each Division should make an effort to appoint a search committee that represents a diverse cross section of the faculty and should include one or more member from outside of the Division/Department. A special effort should be made to ensure that underrepresented minorities and women have equal opportunity to serve on the search committee. A resource list has been developed to assist with this process (URiM under Resources). The Division Director should not be part of the Search Committee since the committee are recommending to the Division Director.*

**BEST PRACTICE**

**SERVE TERM**

*Standing Search Committee members should serve a term of one-two years.*

**BEST PRACTICE**

*All Divisions should have at least one standing Search Committee. Additional committees can be formed, as needed.*

**BEST PRACTICE**

**FIRST SEARCH COMMITTEE MEETING**

*Schedule the first meeting/training well before your application deadline. This will allow the committee to develop and implement an effective recruitment plan and will provide the time needed to discuss and establish criteria for evaluating applicants.*

**BEST PRACTICE**

**A SUPPORTED SEARCH COMMITTEE**

*It is recommended that the Chair has administrative support to assist in the schedule of meetings and conference calls; the collection and distribution of candidate information/packages as well as the assessment evaluations.*

**BEST PRACTICE**

*Create a pictorial of your Search Committee members, with names and titles, to provide to candidates.*

### 3. Search Committee Charge/Unconscious Bias Training.

Search Committees should always receive their charge before they begin their work. The charge to the search committee will vary according to each position; however it should address the following:

- √ The nature of the position, the review of the job description and the kind of candidate that the hiring official wishes to attract.
  - √ The role of the Search Committee including its charge to recruit a diverse pool of candidates.
  - √ Goals to increase faculty diversity.
  - √ Time line and deadline.
  - √ Search Committee's tasks/duties and that of the chair.
  - √ Number of final candidates recommended.
  - √ The form/manner in which the committee's final recommendations are to be brought forward.
  - √ Budget (funds available for advertising, candidate travel, hotels and meals) as well as administrative resources available to support the activities of the committee.
  - √ Identify Executive search firm to utilize, if applicable.
1. The search committee must be proactive in identifying diverse and qualified applicants and must ensure equal employment opportunity.
  2. Must ensure that the recruitment process is accessible to all qualified applicants.
  3. Must adhere to the evaluation criteria stated in the position description, and evaluate candidates according to job related criteria
  4. Must treat every candidate with the same respect and dignity.
  5. Must maintain the highest standards of professional conduct and take appropriate steps to avoid conflicts of interest.
  6. As soon as the search committee is determined, it is suggested that each member sign the Confidentiality Agreement. Confidentiality must be maintained throughout and after the recruitment process concludes. All the members must be sure that they can confidentially share their views with colleagues.

#### Ground Rules for the Search committee:

- √ **Confidentiality.** All search committee members must be sure they can confidentially share their views with only search committee members. Set ground rules about what can be discussed with other members of the department outside meetings.
- √ **Legal and Illegal Questions.** Ensure the search committee members and anyone else participating in the search process is aware of legal and illegal questions.
- √ **Record keeping.** The committee should keep complete records about job postings, lists of candidates, candidate nominators, ratings, long and short lists, and interview notes. This will help evaluate the success of the search.
- √ **Consensus or Votes.** The committee should decide how decisions will be reached, either by consensus or by voting. If the latter, then the committee should also decide if absentee votes will be allowed, and if the votes will be open or confidential.

#### **BEST PRACTICE**

#### **INCLUSIVE RECRUITMENT**

*Diversity and Inclusion are essential to achieve excellence in education, clinical care and research. The Division or Department should ensure a broad pool of qualified applicants aimed at having at least half of the "short list" made up of diverse candidates. This will*

*involve advertising widely in accessible media with greater likelihood of reaching diverse potential candidates. A resource list has been developed to assist with this process.*

### **BEST PRACTICE**

#### **DEVELOPING A TIMELINE**

*During the first meeting with the search committee, establish the timeline; create candidate assessment questions as well as set of interview questions, a checklist and discuss the roles of each member of the search committee.*

#### **Role of the Search Committee Chair**

The role of the chair is to keep the search committee focused throughout the search, build consensus among the committee members as well as ensuring an organized, timely, effective, legal, proactive and accountable search. The Chair of the search committee should be familiar with the relevant subfield, but need not be the faculty member whose field is closest to that of the position to be filled. The most important quality in a chair is the capacity to ensure that diverse points of view are honored throughout the committee's deliberations. The chair also serves as liaison between the committee and the hiring official/Executive Search Firm.

- Ensure that the position announcement and search plan are developed appropriately.
- Ensure compliance with legal requirements and University policies.
- Establish the ground rules governing the search committees work
  - √ Job advertisement & recruitment strategy
  - √ Evaluation criteria and tool should be discussed and established with the committee members, as well as the process to be used for conducting interviews including any screening interviews (e.g., telephone, video, Skype, etc.) in order to narrow down the pool (this may include developing screening interview questions).
  - √ Ensure all applicants are asked the same initial questions. Follow up questions may vary.
- If applicable, establish the use of an Executive Search Firm and routing of contract for search firm.
- Discuss the timeline for each search/deadline/hiring date.
- Coordinate the administrative tasks associated with the search process and assure administrative help.
- Coordinate with hiring authority in obtaining references on candidates and verify credentials.
- Coordinate the campus visit itineraries with the administrative assistant and attempt to ensure all search committee members are available to participate in campus interviews.
- Create a list of questions to help during the interview process (panel interviews).
- Develop guidelines for the presentation/seminar to be send to each candidate before the visit.
- Develop and distribute an agenda before the committee meets and stick to it the agenda.
- Ensure that committee members feel that the search is well-conceived, well-run and that the committee meetings are essential.
- It is the responsibility of the chair to ensure that all SC members voices and opinions be heard and that there are not members dominating committee.
  - √ Develop and distribute an agenda before the committee meets
  - √ Allocate time to each committee member for views and discussion
  - √ Start each meeting by outlining the goals of the discussion
  - √ End each meeting by summarizing the discussion and soliciting 30 second summary statements from each member
  - √ Assign tasks to each committee member for the next meeting.

## **Role of the Search Committee members**

- Assist with writing an inclusive job description.
- Be aware of job-related criteria relevant to the position.
- Develop and provide input on recruitment strategies.
- Develop fair and consistent criteria for screening applications and interview questions.
- Help to actively search for candidates.
- Receive, review, and evaluate applications of candidates by adhering to the evaluation criteria stated in the position description. If possible all committee members should review all applications.
- Ensure every application is reviewed by more than one person.
- Ensure appropriate individuals are informed, consulted, and appropriate approvals are received
- Assess any conflict of interest issues during the search.
- Ensure appropriate follow-up is performed to complete the recruitment and selection process
- Attend scheduled search committee meetings.
- Participate in interview process.
- Ensure that all applicants are treated consistently.
- Identify the long list of credible candidates.
- Monitor the composition of the “long list”; (a) Does the representation of women and minorities reflect the applicant pool? (b) Bring forward female or underrepresented minority applicants who might deserve a “second look” (c) Pay special attention to individuals just below the “long list” cutoff.
- Identify the “short list” of candidates to be interviewed. A strong and diverse “short list” is crucial since your hire will be made out of this group of individuals.
- Keep candidates informed of the status of the process.
- Meet with the Division Director/Chair to present the short list and confirm that the committee are satisfied with the quality and diversity of the pool.
- Check references but make sure we get the candidates “ok” before any reference are checked.
- Keep complete records – advertisements, posting, list of nominees, rating sheets etc.
- Ensure the activities and discussions of the SC are kept confidential during and after the search, which includes not discussing candidates with anyone outside of the committee.
- Make final selection recommendations to the Division Director/Chair.

### **BEST PRACTICE**

#### **UTILIZE/DEVELOP EVALUATION TOOL:**

*The criteria for evaluating candidates based on the above competencies and associated structured interview questions should be developed prior to review of candidates. Prior to evaluating applicants and at the outset of the search, the search committee should agree on the criteria to be used to evaluate applicants. Without explicit criteria, evaluators tend to use criteria that support their favored applicants.*

*A best practice method would be to utilize an evaluation tool which is based on the key knowledge, skills, publications and abilities as outlined in the position description. Ensure that if the tool is shared (e.g., using Blackboard, Google Docs) it is done so in a confidential manner.*

### **BEST PRACTICE**

#### **SEARCH FIRMS**

*If you have a high level or complicated search, it may be worth considering engaging an Executive Search Firm. Executive Search Firms have a vast network of contacts and are able to identify and recruit from a wide range of candidates currently working in the field.*

**BEST PRACTICE**  
**INTERVIEW QUESTIONS**

*Develop a core set of questions to ask all candidates during the interview process. Although some search committee chairs prefer to rely on unstructured interviews rather than on a prepared set of questions, research demonstrates that structured interviews provide more equitable evaluations of candidates than do unstructured interviews. Whether structured or informal, interview questions might include those relating to the following areas: (a) Educational background, (b) Research experience, (c) Teaching experience, (d) Publication record, (e) Vision for the position, (f) current and future research interests, (g) current funding and potential sources of future funding, (h) Ideas for future publications, (i) Experience teaching and/or mentoring women and members of minority groups, (j) Ideas for fostering excellence and diversity in the discipline, department, division, and or profession.*

## **B. RECRUITMENT**

### **1. Job/Position announcements**

- Position approved for recruitment for UAB Academic Faculty positions within the PeopleAdmin System, will be available to post for recruitment immediately.
- Adhere to approved Recruitment Plan and requirements of the approved position announcement and advertisement. Any changes or modifications to the posting after it has posted may cause an additional time added to the minimum requisite days the job will be required to post. See note below regarding Advertising.

#### Advertising

- Faculty recruitment advertisements must be placed for a **minimum of 30 days if posting for an Academic UAB Faculty position. Other guidelines include <https://www.uab.edu/faculty/hiring/advertisement-content-requirements>**, including the following related to location of postings:
  - UAB Provost requires the following: Two national publications, including electronic sources; or one publication two times. Faculty recruitment advertisements must be placed in national publications with broad circulation to allow for a diverse candidate pool. Electronic postings, Web postings and listserv media are acceptable placement sources.
- Distribute advertisement/job postings as widely as possible to reach a large number and a diverse pool of potential applicants.
- Journals appropriate for the field/discipline
- Ph.D.-granting institutions
- Campus wide website
- IMDiversity.com
- Newsletters for national organizations often times provide resources for diverse applicant pools.
- On-line job sites or job affairs
- Identify and implement strategies for making personal contact with prospective applicants (e.g., professional networks, colleagues, etc)
- Minority links for advertising

**BEST PRACTICE**  
**ADVERTISE WIDELY**

*Every effort should be made to advertise widely, nationally and internationally. Search efforts should include all available avenues for publicizing the position, including national publications, personal contacts, mailing lists, professional and academic conferences, and Web sites. Minority sites to advertise – nationally known publications such as *Black Issues in Higher Education* or *The Hispanic Outlook in Higher Education*, or in specialized publications such as a newsletter for a women’s section of a national academic organization.*

### Affirmative Action Compliance Responsibilities

- Ensure outreach recruitment efforts that are effective in reaching the broadest pool of diverse applicants
- The Chair of any search committee is responsible for and to assure the participation of the unit's Affirmative Action Officer (AAO). First the AAO is to approve electronically the Faculty Recruitment Request, the Faculty Recruitment Experience Report Checklist and the Faculty Experience Report. The search committee chair is responsible for ensuring that the unit's AAO is invited to all search committee deliberations as an ex officio member, to comment on issues of affirmative action. AAO for each unit are found on the Equity and Diversity web site.

## **2. Review and screen of Applicants**

1. The committee are to rank their top candidates who they intend to bring in for an interview. They must include a rationale on why these candidates were selected over the other qualified candidates.
2. Documentation of the review process and results, including notes, are maintained.
3. The pool of qualified applicants is narrowed to a list of perhaps 4-6, depending upon the number of candidates in the pool
4. Best practices for evaluating candidates
  - √ Develop explicit criteria to use for evaluating all candidates. Some SC use a grid or spreadsheet containing the criteria (eg, number of publications since PhD., presentations at national or international conference, etc.) and fill it in for each candidate. This can also facilitate re-review of the applicants if any of those on the initial review list decline to come.
  - √ Spend sufficient time on each candidate's application; at least 15 minutes should usually be spend on each application.
  - √ Evaluate the entire application, weigh each section of the application as defined by the criteria established for the search
  - √ Be able to articulate the reasons for rejecting or retaining a candidate.

## **3. Campus Visits and Interviews**

### Interviews:

Remember that candidates evaluate the department/division as much as their potential colleagues evaluate them.

1. The interview is an opportunity to convey positive and accurate information about the job, the department, the University, its administration and the community.
2. Everyone meeting candidates should review the legal and illegal questions.
3. The short list (typically 3-5 identified for interview) must be at least approved by the Division Director (DD) before candidates are invited to come to campus for an interview.
4. If there are additions to the short list, the DD must review and approve the list again. Off-campus interviews, such as those at a convention, should only be used to screen candidates and not as a substitute for non-campus interviewing.

### Campus visit:

Careful planning campus visits ensure that all candidates have a similar high quality visit.

1. To ensure that each candidate has an equally high-quality experience, standardize the schedule as much as possible while also providing customized opportunities for each candidate.

2. Provide candidates with an information packet about the college or school, the Division and the region. This should be provided in advance of the visit.
3. Send the set of job-related core questions to the search committee members ahead of a candidate visit.
4. Be informed on questions to avoid.
5. Candidates must present a seminar or colloquium, to which the department is invited and those in related disciplines outside the department. Include a set of instructions in regards to the format and time allotted for the Seminar/job talk.
6. All search committee members should attend all job talks, if possible. If possible, ideally, all voting members of the division/department should attend as well. Without consistent attendance, committee members and others may inadvertently give more weight to candidates whose talks they attended.
7. Ensure Campus interviews include, at a minimum, a panel meeting with the search committee, one meeting with the Division Director and a Seminar/presentation by the candidate.
8. When possible, candidates should meet with diverse faculty including those from outside the department if warranted.
9. Have candidates meet people not on the Search committee who can serve as “independent resources” to provide a broader sense of the faculty experience.
10. Consider having people meet with a representative from the Office of Faculty Development and Diversity. The office can inform candidates of helpful resources and services to manage work and life, including matters on matters related to diversity, housing, benefits, and dual-career assistance.
11. Involve The Chalker Group or the VAL Group, which will provide an opportunity to answer all the candidates questions in regards to childcare facilities, neighborhoods, schools, etc. This will also give them the opportunity for a campus tour.
12. Send an e-mail to your Division and inform them that a candidate will be visiting the Division.
13. Travel arrangements, lodging, dinner and Itinerary are scheduled and created by the Division in coordination with the search committee.
14. Be intentional in regards to dinner invitees and the dinner setting. A more comfortable setting at your home, is also a great idea.
15. Immediately after each campus visit, email everyone who interacted with the candidate and ask for feedback.

### **BEST PRACTICE**

#### **CANDIDATE VISITS**

- ✓ **RESEARCH** related. *If the candidate is a research intensive faculty candidate, they need to meet with Drs. Stu Frank or Seth Landefeld during the second visit.*
- ✓ **SPACE** needed. *If the candidate is in need of space, dry lab or wet lab, please work with Dr. Stu Frank and Cindy Joiner and discuss ideas for space.*
- ✓ **RESEARCH-INTENSIVE – CORES.** *Dr. Mike Bertram, Director, our Institutional Research Core Program (IRCP) Director, should be included in the itinerary (during the second visit) for a research intensive faculty recruit. Dr. Bertram will explain the Cores available at UAB. This is always an important topic that many recruits requested.*
- ✓ **ANIMAL RESEARCH CARE NEEDS.** *If the candidate has animal research needs, please schedule a meeting/interview session and or tour of the facility with Sam Cartner, Director, Animal Resources Program (ARP). This can happen during the last/final visit.*
- ✓ **CLINICAL INTENSIVE** candidate. *If the candidate is a clinical intensive faculty candidate, to meet with Lauryn Schultz during the second visit.*

- ✓ **ONBOARDER** during last visit. During the last visit, schedule a meeting with the specific onboarder for that Division. The onboarder will be able to explain the onboarding process and the candidate will be able to get questions answered before the move to UAB.

### **BEST PRACTICE**

#### **WELCOME PACKAGES FOR CANDIDATES**

Develop an information packet to share with all candidates. This packet can include information about your department, division, the campus, and the community. This should provide candidates with references and resources that will help them determine how well the department, division, university, and community meets their personal and professional needs.

Following a brief list of information that can be send to all candidates invited to campus for an interview:

- ✓ Employee/faculty handbook
- ✓ Benefits synopsis
- ✓ Division/Department brochure
- ✓ Organizational chart (Division/Department and Institution)
- ✓ History of UAB
- ✓ Statement of mission, goals, objectives and initiatives
- ✓ Alabama Made Gift Basket/small gift.

### **BEST PRACTICE**

#### **CONCIERGE SERVICES**

Provide time on the Itinerary for your candidates to meet with a concierge service like The Chalker Group or The VAL Group, who can provide information about the campus, neighborhoods and community resources.

### **BEST PRACTICE**

Send an e-mail to your Division and inform them that a candidate will be visiting the Division. This is very helpful since the candidate will spend most of his day in your area.

### **BEST PRACTICE**

#### **INTERVIEW LOCATIONS**

If at all possible, keep the candidate at a centralized location for all interviews. This will make it much more convenient for the candidate. This also gives them time to regroup after each interview and make notes for the next interview. This is extremely helpful.

### **BEST PRACTICE**

#### **SECOND VISITS**

For second and third interviews, ask your candidate if there are any particular individuals or groups they would like to meet with.

### **BEST PRACTICE**

Provide candidates with a break before their main presentation or job talk and with a confirmable space that will allow them to rest, gather their thoughts, or do some last minute preparation.

## **C. DECISION MAKING**

## 1. Identify Successful Candidate

1. Convene the search committee and facilitate discussion of candidates to be recommended.
2. Present committee recommendation to the Division Director.
3. The decision needs to be made in regards to the final candidates (maybe 2-3 candidates) for a return/final visit and the list needs to be presented to the DD. This visit might include family.
4. Invites needs to be made and send to 2<sup>nd</sup> round of interviews
5. Final selection process begins only after the last candidate's visit is completed.
6. Do not send a letter thanking applicants for applying and informing them that another candidate has been selected. This should happen after the final round is completed since the final candidate might not accept the offer and the search needs to start over.

## 2. Finalize Employment Offer (should be within a week after candidate completed final interview)

1. Distribute When candidate is selected, Division Administration will complete the Negotiate Offer stage within SOM Portal and save – but not submit.
2. Distribute Division Administration will submit a draft copy of the Letter of Intent (LOI), Business Plan, PDF copy of the Negotiate Offer and CV to [DOM-Recruitment@uabmc.edu](mailto:DOM-Recruitment@uabmc.edu) using the naming convention mentioned above in the pre-recruitment phase.
3. Distribute The information entered in the Negotiate offer stage will replace the information formally entered in the DOM Redcap Space database and SOM Research Space database.
4. Distribute Once LOI and Business Plan are approved by the DOM, the Division can submit the Negotiate Offer within the SOM Portal and provide a copy of the LOI to the candidate
5. Candidate is given 1-2 weeks to accept the offer
6. Distribute If the Candidate is being proposed a rank of Associate Professor or higher (and Academic Full time/part time), a Prior review will need to be completed first before the Letter of Offer (LOO) can be processed.
7. Distribute If Prior review is not needed, then the LOO can be created and submitted to DOM for approval. Once approved, the Hiring Proposal within the PeopleAdmin system should be completed and approved before the candidate signs the LOO.
8. After the final round of interviews and after the position is filled, a letter thanking applicants for applying and informing them that another candidate has been selected should be sent to all those who applied. A separate letter should be sent to interviewed candidates thanking them for their time and informing them that another candidate has been selected. It is very important to complete this step in a timely manner.
9. In the event that none of the final round of candidates accept an offer, the search committee is reconvened and the search firm will reinitiate outreach.

### **BEST PRACTICE**

#### **MAKING A LASTING IMPRESSION**

*After the final round of interviews and after the position is filled, a letter thanking applicants for applying and informing them that another candidate has been selected should be sent to all those who applied. A separate letter should be sent to interviewed candidates thanking them for their time and informing them that another candidate has been selected. It is very important to complete this step in a timely manner*

## **D. DISCOVER UAB + DOM**

### 1. Announcement

Division Director/Chair announces the chosen candidate via DOM Communications to the Divisions, search committee and broader UAB community.

## 2. **Onboarding**

It is very important to develop an initial Mentoring Plan for the New Faculty Member.

1. Once an offer has been accepted have the search committee members who interacted most closely with the candidate, make recommendations about strengths, and potential.
2. Identify a faculty member in the department who agrees to serve as informal host for the new faculty member through transition to the Department/Division. Informal hosts can introduce new faculty to resources and offices and can check in with the new faculty to see that they feel engaged and cared for.
3. For junior colleagues, discuss what could support the candidate's promise.
4. Twice a year DOM will have a "Welcome Celebration" with all new Faculty and Staff.
5. Quarterly DOM will have "Lunch with the Chair" for new Faculty and this group will mostly consist of 10-14 new faculty members, Dr. Landefeld and 2 hosts.
6. Each Division will also have their own Research and Clinical Onboarding.
7. Provide the candidate with information about the Office of Faculty Development and Diversity which can help them set up a peer mentoring group or at least a mentor within the Department and ensure they are aware of the various professional development opportunities.

### ***BEST PRACTICE ONBOARDER MEETING***

*It can be extremely helpful for the potential faculty candidate to meet with his/her onboarder during the second or last visit. This will make the onboarding process easier and less stressful for the candidate.*

## 3. **Leadership Development Opportunities (LDO)**

1. Leadership Development Workshop
2. P2P Coaching (for LDO graduates only) is a 9 month program
3. Transferring Success Women Faculty Only (Started Fall of 2019) in partnership with Dr. Mona Fouad, Sr Associate Dean for Diversity & Inclusion.
4. Executive Coaching on individual need basis

## **E. NEED TO KNOW INFORMATION**

(Coming soon)

Traveling expenses

Expenses for children and spouses

Moving expenses

Non-US citizen



## **REFERENCES**

Academic Search Committee Guidelines, University of Wisconsin, September 2019

Kerrigan H. Making a Good Impression When Recruiting and Onboarding. NEOGOV July 2016

Preparing for the search, Northwestern University, Office of the Provost, 2018

Best Practices Faculty and Leadership Searches, Yale University, September 2016

Best Practices in Faculty Recruitment and Hiring, Office of the Vice Provost of Academic Affairs, Cornell University, September 2018

Guidelines for Departmental Policy: Creating an Effective Faculty Search Process, Berkeley University of California, August 2016

Best Practices for Conducting Faculty Searches, Harvard University, 2018

A Guide for Search Committees, Human Resources Emory, 2015

# DOM FACULTY RECRUITMENT RESOURCES



WHO SHOULD I CONTACT FOR QUESTIONS AND RESOURCES?

**Spira Steyn**, Program Manager  
Department of Medicine, Chair's Office  
Boshell Diabetes Building, 420  
[rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu), 205.975.5770 (o)

# LIST OF RESOURCES

## A. PRE RECRUITMENT

URM list

Search Committee Charter document/Checklist

Tips and guidelines: How to effectively run a Search Committee

Search Committee Interview/Assessment Questions (EXAMPLES)

Candidate Evaluation/Assessment tools (Red Cap)

COMING SOON

TEMPLATE Search Committee Pictorial

Search Committee Confidentiality Agreement

List of Executive Search Firms

## B. RECRUITMENT

Potential Resources for Identifying Diverse Faculty Candidates

Campus visit checklist

Concierge Service: The Chalker Group

Concierge Service: The VAL GROUP

Chalker Group Introduction e-mail to candidate

Candidate visit e-mail to Division

TEMPLATE first visit Itinerary

TEMPLATE second visit Itinerary

TEMPLATE third visit itinerary

TEMPLATE Seminar Flyer

Hotels and UAB Rates/Real Estate/Ground Transportation

Restaurants Suggestions

Materials to include in your welcome package for the candidate

HR Questions TO AVOID during interview process

## C. DECISION MAKING

## D. DISCOVER UAB + DOM

## E. NEED TO KNOW

COMING SOON

## SOM URM LIST 2019

Please contact Spira Steyn @ [rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu) for a copy of the  
URM list

# SEARCH COMMITTEE CHARTER

PART 1: PROJECT OVERVIEW			
<b>Committee Name</b>		<b>Open Position Title</b>	
<b>Division</b>			
<b>Division Director</b>			
<b>Committee Manager (s)</b>			
<b>Position Description/Ideal Candidate</b>		<b>ADDITIONAL NEEDS:</b> <input type="checkbox"/> Research Space <input type="checkbox"/> Clinical Space <input type="checkbox"/> Animal care <input type="checkbox"/> Core Facilities	
<b>Position Competencies</b>			
<b>SOM Portal Entry/Creation Date</b>		<b>Last Revision Date</b>	
		<b>Prepared By:</b>	
<b>DOM/SOM Approval Date</b>			
<b>RFA Release date</b>			
<b>Posted on Academic website(s)/Social Media Advertisement Sites:</b>	<b>Dates:</b>		
<b>Expected Start Date</b>			
<b>Expected Completion Date</b>			
<b>Account Number</b>			

## PART II: SEARCH COMMITTEE

<b>FUNCTION</b>	<input type="checkbox"/> Review and Recommend	<input type="checkbox"/> Screening and Provide Feedback			
<b>TYPE</b>	<input type="checkbox"/> Research Committee	<input type="checkbox"/> Clinical Committee	<input type="checkbox"/> Ad Hoc Committee		
<b>Members</b>	<b>Name</b>	<b>Position</b>	<b>Department</b>	<b>Division</b>	<b>e-mail</b>
<b>Chair</b>					
<b>Co-Chair</b>					

## PART III: TIMELINE

			WEEKS											
TASK	Goal	Time	1	2	3	4	5	6	7	8	9	10	11	12
Search Committee (SC) mtg	Charge and Unconscious Bias Training	1 h	→											
Applications are due				→										
Consolidated application packet sent to SC	Review applications				→									
Search Committee meeting	Discuss applications; determine those to move forward to in-person interviews	1 h			→									
1 <sup>st</sup> Round of candidates visits	SC Panel should be interviewing each candidate as a panel or individually	1h panel interview during visits					→	→	→					
SC provides rank order list of candidates to DD/Chair	Attach each candidates Itinerary + CV	Via e-mail or a in person meeting								→				
Conference call with SC/in person meeting	Discuss which candidates to invite for 2 <sup>nd</sup> visits (final visit)	30 min/1 h								→				
2 <sup>nd</sup> Round (final) candidate visits	SC Chair and DD meet with each candidate individually											→	→	
Final SC meeting w DD - final candidate list	Discuss final candidate list with DD	1h											→	
Offer presented to candidate														→
Start a new search if not accepted														→

# Search Committee Checklist

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## Establish the function of the Committee

- Standard Search Committee (Research/Clinical/Education Search Committee)
- Ad Hoc Committee
  - *Position title*
  - *Administrative support*

## Establishing the Committee (usually 4-6 members)

- Division Director appoints Search Committee Chair and committee members and should include the following representatives:
  - *Two or more Division/Department faculty members with expertise in the area (diverse academic backgrounds)*
  - *One faculty member from outside of the Division/Department*
  - *At least one member from our URM list*
  - *One staff member*
  - *One minority faculty member*
- Provide DOM Recruitment office (Spira Steyn at [rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu)) the name(s) of the Chair, co-Chair, search committee members as well as the name of the administrative contact person.

## Before the search

- Meet with DOM Chair office to discuss funding for the position. Estimate the total investment you wish to make from the Division and DOM funds, include AEF and Impact and schedule a meeting with Drs. Seth Landefeld, Stu Frank, Cindy Joiner as well as Shane Wiley to discuss the investment and what sources can be identified.
- Please note that request for new positions must be submitted through the annual budget review with information justifying the new position.
- Appropriate approval is obtained from DOM/SOM. (A salary range is determined based on a market review of the position and the budget of the position; and recruitment sources are identified).
- The Division/DOM HR works with the search committee as well as the Division Director to develop the position announcement and job description.
- Educate yourself about common – and often unconscious – biases and assumptions. Do we have resources for this? If so, let's add the link or person
- Identify effective strategies for recruiting and hiring faculty from traditionally underrepresented groups.

## 1<sup>st</sup> Search Committee Meeting (4-6 weeks prior to kick off)

- Division Director provides charge to the search committee.
- Complete Unconscious Bias Training
- Review the position description and Identify essential, required and preferred qualifications.
- Review expectations of Confidentiality and attendance at committee meetings and sign a confidentiality agreement.
- Search committee develops a recruitment and selection plan which includes timelines for posting, application deadlines and target date for submitting recommendations; plans for advertising; develop objective criteria for screening and interview questions.
- Create a list of assessment questions to send to the search committee members as well as others involved. Send the final list of questions to Spira Steyn to update Red Cap for evaluation questions. This will create a link for each Faculty member to enter candidate evaluations.
- Discuss ideas and establish plans to include qualified minorities and possible internal candidates.

## Opening the Recruitment

- Hiring department/division completes the following and submit to HR to initiate recruitment

## Current Faculty process during Limited and Modified Business Operations:

### SOM Portal on hold, no entry needed

Here is a quick summary of how to proceed with Faculty hires under limited operations:

1. For your LOO/LOI that were approved via the batch exception; contact Janice Ward and let her know what req. to take off “hold” so that you can complete the hiring process:
  - a. Provost will re-create a new req for you to submit for approval. Attached the Docusign approval.
    - i. Once approved, complete the I-9 pre-hire and hiring proposal. Please include the exception approval when submitting the hiring proposal
  - b. If you don't have a req., initiate a req. in People Admin and when approved, have the candidate apply and then start the hiring process
2. For single Faculty new hire exceptions that have been approved by DOM EA and Dr. Landefeld, work with myself or Lisa so that we can submit the Docusign exception (Business Plan, LOI and CV sent to DOM-Recruitment):
  - a. Once we receive approval to proceed, we will let you know and you will follow 1a or 1b above
3. For Irregular Faculty (04) and Full Time temp (02) Faculty (including Emeritus, Instructor/Fellows, etc.), that have been approved by DOM EA and Dr. Landefeld, work with myself or Lisa so that we can submit the Docusign exception:
  - a. Once we receive approval on the exception from the School, we will contact you so that you can initiate the People Admin exception requisition (page 5-7 in the word document attached), ensuring to attach the SOM Docusign exception approval
  - b. Once you receive the notification that the job is posted, or ready to post (email attached) then you are approved. For these types of hires 04s and 02s; a Hiring Proposal is not required. You will proceed with the hire as unusual through ACT document and FDF

4. For those recruits where a Prior review is required, once the exception is approved we can submit the review to our APTC and then to SOM Faculty Council. We will need their approval in order to attach to the People Admin hiring proposal. Timing will be difficult here, so let's work closely on these

**Previous SOM Recruitment (regular business operations) = See DOM Recruitment Process**

People Admin req submitted to Chair's office for approval of posting  
SOM Portal entry (Active search, in Portal with Business Plan) submitted  
Identify minority sites to advertise position  
Advertise

## Review Applications

- Review application and materials submitted by applications.

## Contact with Candidates

- Any application materials that are sent directly to the search committee from the candidates should be forwarded to Human Resources immediately without reviewing the documents.
- Provide candidates with contact information of the search chair as the point of contact for questions and concerns regarding the search.
- Maintain confidentiality of who is on the Search Committee to the furthest extend possible.
- Discussions from the candidates regarding the application process and qualifications should always be directed to the recruitment manager.

## Selection of potential candidates

- Based on a review of materials submitted by applicants, identify those who will and will not be considered for the position.
- Ensure all applicants are evaluated on the basis of pre-established criteria related to the position.
- Determine persons to be interviewed, if there is not an appropriate diverse representation; consider additional methods to identify additional qualified applicants.

## Conducting Interviews

- Determine whether telephone/skype interviews are necessary and proceed.
- Design a plan/schedule for in-person interviews with the search committee:
  - *As a panel; OR*
  - *Individual interviews*
- Design a plan for a Seminar or Special Presentation by candidate
- Schedule all faculty, groups, locations, to be involved in the interview process. Make sure to include the following:

- *If Research intensive candidate (meetings during the 2<sup>nd</sup> visit) – Drs Seth Landefeld/Stu Frank; Dr. Mike Bertram, Director, IRCP; as well as Sam Cartner, Director, Animal Resources Program (ARP)*
  - *If Clinical intensive candidate – Dr. Elizabeth Turnipseed/Lauryl Schultz during 2<sup>nd</sup> visits*
  - *Onboarder during 2<sup>nd</sup> visits*
  - *Concierge service group before 1<sup>st</sup> visits*
- Send interview questions to all faculty that are involved in the interview process as well as the link for candidate assessment.

## 2<sup>nd</sup> Search Committee meeting/conference call

- The Committee meets to evaluate candidates on qualifications, strengths/experiences who should be asked back for 2<sup>nd</sup> interviews.
- Communicate with the Division Director as well as DOM Chair in regards to potential LOI.
- Discuss the plan and strategy for second visits, possible with family.

## Selecting finalist: 3<sup>rd</sup> and last search committee meeting

- Make hiring recommendation to the Division Director
- Discuss details of hire with DOM HR.
- Division Director/Search Committee chair makes final offer
- Discuss and identify multiple mentors and various mentoring and professional development opportunities for new faculty member.
- Search Committee inform unsuccessful candidates

## Closing the Recruitment

- Submit the following to DOM HR (see recruitment in LBO or MBO above):

### **Previous SOM Recruitment (regular business operations) = See DOM Recruitment Process**

Divisions will complete Negotiate Offer in SOM Portal and Save but will not submit.

Include Negotiate offer as a PDF along with the LOI, CV and Business Plan to DOM-Recruitment email

\*The information in the Negotiate offer stage will replace the information formally entered in the DOM RedCap Space database and SOM Research Space

Once LOI and Business Plan approved from Chair's office; Division submit the Neg. Offer in SOM Portal

# TIPS AND GUIDELINES: HOW TO EFFECTIVELY RUN A SEARCH COMMITTEE

## **Tips and guidelines for Search Committee chairs: Running an effective and efficient search committee**

An organized, effective search committee is a key factor in the successful recruitment of faculty and senior leadership. The ideal search chair will be a strong leader, a consensus builder, an effective communicator, and a person who has the time and dedication to see the search through to completion. Leadership skills are crucial. The search chair will need to keep the committee focused throughout the search process, and to build consensus among committee members. It is also important for the search chair to lead the group to make decisions in situations when full consensus isn't possible. The search chair must stay in close communication with the Division Director or the Department Chair throughout the process and provide consistent updates about the search process.

### **Building rapport among committee members**

#### **1. Gain the support of committee members**

In productive search committees, the committee members feel that their work is important, that each of them has an essential role in the process, and that their involvement in the search process will make a difference. To generate such perspectives, the chair and each committee member can set the tone in the first meeting and can try to make sure that every member of the committee feels involved, valued, and motivated to play a significant role in the search. Some tips include:

- Begin with brief introductions to get committee members talking and comfortable with each other. Do not assume that members already know one another – this assumption may not be correct, particularly if the search committee includes members from outside the department.
- Be enthusiastic about the position, potential applicant pool, and composition of the search committee.
- Remember that this age of tight budgets each position is precious and that it's up to the committee to ensure that the best candidate is in the pool.
- Understand that the search process is far more idiosyncratic and creative than the screening process and that each committee member can put his or her individual stamp on the process by shaping the pool.
- Appreciate each committee member for the critical role he or she is playing by helping to select future faculty who will represent the department of the university for years to come.

#### **2. Actively involve all committee members in discussions and search procedures**

Active involvement of every member of the committee will contribute to a more effective search. Such involvement will help the committee reach a broader base of applicants and conduct more thorough evaluations. To generate active participation, the chair can implement the following suggestions:

- In the first committee meeting, engage in at least one exercise in which every committee member participates – such as a discussion of the essential characteristics of a successful candidate or a brainstorming session about people to contact to help identify candidates.
- Be especially sensitive to interpersonal dynamics that prevent members from being full participants in the process. Many of us may assume, for example, that senior faculty are more likely than junior faculty to have connections or ideas about people to contact for nominations or that staff members will be less critical in their evaluations.

### **3. Make meetings productive**

Committee members need to feel that the search is well-conceived, well-run, and that the committee meetings are essential. The first meeting shapes committee members' attitudes about the process and their role in it. Strive to help committee members recognize that what they are doing is important, that their attendance of committee meetings and the work they do outside the meetings is a good use of their time, and that their participation will make a difference. Some tips to achieve this include:

- (a) Rely on an agenda with time allotted to each topic and generally try to adhere to the plan.
- (b) Begin meetings by reviewing the agenda and obtain agreement on agenda items. If one committee member is digressing or dominating a discussion, gently and politely try to redirect the discussion by referring back to the agenda.
- (c) If you deviate from the agenda or run over time, acknowledge this and provide a reason. Doing so will help committee members feel their time as well spent, that the meeting was not a random process, and that they can anticipate useful and well-run meetings in the future.
- (d) Try to end meetings on time so that all committee members are present for the entire discussion

## **Tasks to accomplish in initial meeting**

To avoid time pressure from the very beginning, and to give the committee members a chance to discuss the issues in the search, their responsibilities, and the ground rules, hold the first meeting at least a month or 6 weeks before the application deadline.

### **1. Discuss and develop goals for the search**

Engage in a discussion of goals for the search and use the agreed upon goals to develop recruitment strategies and criteria for evaluation of candidates as well as advertising goals.

The developing of a time line will be essential.

### **2. Discuss and develop the position description and job competencies (the formal charge)**

In order to do this effectively, each committee member must have an in-dept understanding of the position that must be filled, as well as the set of timelines and best practices to work from. This should happen in coordination with the Division Director or the Chair of the Department. Discussion about responsibilities and expectations of the position and how they fit into the larger needs of the institution as well as the characteristics, experiences, and skills that will make a person successful in the position.

### **3. Discuss and establish ground rules for the committee**

Establish ground rules for the committee at the outset can set expectations, maximize efficiency, and prevent conflicts from arising later. Ground rules should cover such items as:

#### **(a) Attendance**

The work of a search committee is cumulative and it can be very frustrating when a member who has missed one or more meetings raises issues and/or questions already discussed at previous meetings. More importantly, evaluation of applicants can be compromised if one or more committee members are not present for the discussion of all applicants' qualifications. Establishing policies regarding attendance and participation of search committee members can help avoid these complications. Some committees require all search members to attend all search committee meetings and activities and stipulate that members who do not attend must accept decisions made while they were absent. Committee chairs can also help prevent absences by scheduling meetings well in advance. If possible, establish a schedule of meetings at the outset.

#### **(b) Decision making**

How will the committee make decisions? By consensus? By voting? It is important to determine this at the outset. Each method has its strengths and limitations. Voting is quickest, but a simple majority does not always lead to effective implementation of or satisfaction with decisions.

(c) Confidentiality and disclosure

Members of the search committee must be absolutely committed to protecting candidate confidentiality. A best practice is to let each committee members sign a confidentiality agreement to keep on record. One of the biggest challenges of maintaining confidentiality within the search is avoiding off-the-cuff informal comments search committee members may make to colleagues. It is recommended to keep the process as focused and self-contained as possible and advises search committee members to avoid discussing the specifics of the search with anyone outside the search committee until finalists are announced. While it is important to maintain confidentiality about the search committee deliberations, it is equally important to share general information about the search with the larger Division/Department will later play a role in evaluating candidates.

**4. Discuss roles and expectations of the search committee members**

Broadly, the search committee's role is to recruit, screen, and recommend the best candidates for a needed position. Committee members should know what is expected of them in terms of attending meetings, building the applicant pool, evaluating applicants. Committee members should also recognize that participation in a search will require considerable time and effort. Some of the roles or expectations for search committee members include the following:

- Provide input on recruitment strategies
- Publicize the search
- Recruit diverse applicants
- Develop evaluation criteria
- Develop a list of interview questions
- Interview candidates
- Host candidates who interview on campus
- Assemble welcome packages for interviewees
- Ensure that the search process is fair and equitable
- Maintain confidentiality
- Develop an initial mentoring plan for the new faculty member. It's never too late to start thinking about mentoring since the search committee members provide a wonderful in-dept review of the individual's strengths, potential, and areas for improvement.

**5. Identify a point person to manage all logistics and administrative work**

In order to run an effective search it is very important to keep in mind that you will need an administrative point person to schedule meetings, put welcome packages together for interviewees, collect the evaluations for each candidate, assist with Itineraries as well as be the guest for campus visits. The Department of Medicine Chair's office has resources and guidelines for recruitment. See link below

<https://www.uab.edu/medicine/dom/faculty-staff/recruitment>

**6. Raise and discuss issues of diversity**

All committee members should by now received the Unconscious Bias training and educational resources that increase their knowledge of the impact of evaluation biases and ways to overcome them.

**In** order to build a diverse pool of applicants, it is essential to strive consciously to reach this goal, as it may not be achieved by simply advertising an open position. One of the first steps towards developing a commitment to

engage actively in efforts to build a diverse applicant pool is to hold an open discussion of diversity at the beginning of the search. It is too late to address the issue when and if you are asked, “Why are there no women or minorities on your final list?” Frequently, search committees answer this question by claiming that “there weren’t any women or minority applicants,” or “there weren’t any good ones”. One goal of the search should be to ensure that there are outstanding women and minority scholars in the pool of applicants.

One possible way of initiating conversations about diversity and excellence is to ask search committee members to articulate their reasons for why it is important to recruit a diverse pool of applicants.

Search committee members can also discuss challenges they may face in achieving a diverse applicant pool and discuss search committees’ efforts to recruit excellent and diverse applicant pools.

Some strategies for developing the applicant pool you want is to attend conference sessions given by younger, up-and-coming researchers whom you may not yet know as well as attending receptions hosted by special interest groups for women and minority scholars. Another strategy is to identify and consult with institutions (or individuals) that are especially successful at producing women and minority graduates or postdoctoral fellows etc in your field. Consult with colleagues from diverse backgrounds, who are often well positioned to help you reach highly qualified women and minority candidates. Be open to consider a candidate who come from institutions outside your immediate peer group, particularly women and minorities who may be publishing interesting work and who are perhaps under-placed.

Be aware and discuss how unconscious Bias can affect candidate evaluations. 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. One approach can be to identify “equity advisers” who can serve on search committees in divisions or departments other than their own and provide input about appropriate procedures.

If your department or division website doesn’t include text and images that promote an inclusive environment, this is the time to discuss steps to be taken to make improvements

## **7. Discuss what “excellence” means for the position you are seeking to fill**

Begin to discuss and build consensus about the qualities and qualifications needed for this position and about the relative weight of each criteria. Resist the temptation to wait to develop evaluation criteria until after reviewing application materials. Failure to discuss and agree upon desired qualifications may hamper the effectiveness of your recruiting activities and increase the possibility that individual search committee members will favor candidates for reasons not necessarily related to the needs of the department or the position and will develop or give preferential weight to evaluation criteria that benefit favored candidates. (examples, “I know the advisor”, “I graduated from the same program, “I work in a closely related research area”). Be prepared to counter the argument that “we all know quality when we see it”. All too often, nebulous definitions of quality or excellence prime us to recognize quality in those who look and act similar to the majority of members already in an organization and hinder us from seeing excellence in those who differ in some way from the majority

## **Anticipate problems**

Despite good faith efforts to gain the support and active involvement of all search committee members, meetings and search activities may not proceed as smoothly or effectively as desired. Keep in mind that all committee members share responsibility for everyone’s full engagement in the search. Some common problems that former search committees have identified, along with resources that may help overcome them, are listed below: the formatting below is off, just needs cleaned up

### **1. Resistance to efforts to enhance diversity**

- Allow all members of the search committee to voice their opinions and participate in a discussion on diversity and the search committee's roles and responsibilities in recruiting and evaluating a diverse pool of applicants.
- Reminds the search committee that they represent the interests of the department as a whole and, in a broader context, the interests of the school or college, and the university.
- Stress that failure to recruit and fairly evaluate a diverse pool of applicants may jeopardize the search, that it may be too late to address the issue when (or if) you are asked, "Why are there no women or minorities on your finalist list?"

## **2. One member dominates the meetings**

- Review or establish ground rules that encourage participation from all members.
- Structure the committee's discussions by carefully framing questions to solicit multiple viewpoints. Very general questions invite wide-ranging, open-ended discussions that provide opportunities for highly verbal and/or opinionated individuals to control the direction of the conversation. Instead ask a more specific question such as "what are the strengths of each application received?"
- If someone is dominating the discussion, acknowledge and briefly summarize his or her viewpoint and then ask for alternative viewpoints from other members.
- If necessary, talk privately with the individual about the importance of providing other committee members with opportunities to participate in discussion.

## **3. Power dynamics of the group prevent some members from fully participating**

Although a search committee composed of a diverse group of individuals is recommended for its ability to incorporate diverse views and perspectives into your search, it is important to recognize that this diversity also poses challenges. Differences in the status and power of the members of your search committee may influence their participation. Junior faculty members, for example, may be reluctant to disagree with senior faculty members who may later evaluate them for tenure or promotion. Minority and/or women search committee members may not be comfortable if they are the only members of the search committee who advocate for applicants from underrepresented groups. Search committee chairs should evaluate committee members' interactions to assess whether power imbalances are influencing the search and search committee members should bring their concerns about any power imbalances to the chair.

## **Concluding meetings**

### **1. Assign specific tasks to committee members**

At the end of each meeting, give each committee member a "to do" list to be done before the next meeting and it can be any of the following where the chair could ask each committee member to:

- list a specific number of qualities they would like to see in an ideal candidate
- write or review a job description or announcement or advertisement
- Identify or contact a specified number of sources who can refer potential candidates
- Suggest a certain number of venues for posting job announcements

### **2. Remind committee members of their assigned tasks**

When sending out the email reminder for the next meeting, include the items to be done and ask them to let you know in advance if they've run into problems.

Committee members should accept responsibility for completing their assignments and be prepared to report on their activities at the next meeting.

### **3. Hold committee members accountable**

The chair should ask each committee member to report on his or her search activities at every committee meeting.

References:

A Guide for Search Committees – Searching for Excellence & Diversity; University of Wisconsin-Madison, Second Edition, 2012

Best Practices for Conducting Faculty Searches; Harvard University Office of the Senior Vice Provost, 2018

Diversity and Inclusion; Virginia Commonwealth University Provost, 2019

Recruiting Diverse and Excellent New Faculty; Inside Higher ED, Advice for Deans and Department Heads and search committees for recruiting diverse faculty, July 19, 2018

Defining the Role of the Search Committee and Managing an Effective Search Process; Spelman Johnson Leadership Search for Higher Education, July 14, 2011

# SAMPLES – INTERVIEW/ASSESSMENT QUESTIONS

## Develop Evaluation Criteria (EXAMPLES) (Search Committee)

Prior to evaluating applicants and during the 1<sup>st</sup> search committee meeting, the search committee should agree on the criteria to be used to evaluate applicants. Without explicit criteria, evaluators tend to use criteria that support their favored applicants.

Define broad yet clear criteria around the following qualifications:

- Scholarly impact (avoid substituting journal impact factors for your actual evaluation of the impact of the work)
- Research productivity and potential for continued productivity
- Research funding and potential for research funding
- Ability and potential to attract and mentor graduate students
- Ability and potential to teach and supervise undergraduates
- Commitment to collaboration with colleagues
- Relationship to department strategic directions
- Potential to making a positive contribution to the department/Divisions goals/vision

## ASSOCIATE DIRECTOR INTERVIEW QUESTIONS (EXAMPLES)

1. Tell me about a time when you led or participated in a process to determine whether to add or expand a clinical service. What process was used to determine whether to add/expand? Whose input was sought in the decision-making? How was the outcome of the decision communicated to stakeholders?
2. What do you think are the top two clinical priorities for the GI/Hepatology Division? Pick one of these and describe your likely approach to addressing this issue.
3. Tell me about an effort where you had limited resources and had to prioritize who would get the resources they needed and who wouldn't. What was the situation? What resources were limited? How did you decide who would get resources and who wouldn't? What was the outcome?
4. Every leader experiences failure. Tell me about a time when you failed as a leader. How did you know that things did not go well? Where do you think you went wrong? In retrospect, would you do anything differently? Why or why not? What did you do after the failure?
5. How do you measure a job well done? In other words, what is success for you?
6. Tell me about a time your responsibilities got a little overwhelming. What did you do?
7. Tell me about a time you faced strong opposition. What steps did you take to create a unified way forward?

## **DIVISION DIRECTOR – SEARCH COMM QUESTIONS (EXAMPLES)**

### **(Chair) Introductions, ask for a brief introduction.**

Why are you interested in this and why do you feel prepared for this role?

### **Shape a vision for the division's next phase of growth**

What experience do you have in creating an overall vision and setting a strategy for a department, division or group? How did you bring together varied constituencies to create and support that plan?

Please walk us through an example of how you led innovation in a program or area of practice. What was your goal? How did you generate buy-in? What was the outcome?

### **Enhance and Increase Research**

How have you built genuine scientific excellence in this era of declining federal funding and competition for the best researchers?

Give an example of sustaining a unit's research excellence while appropriately evolving its scope. How did you ensure both were done without compromise? How did you get buy in to the new direction?

Please describe some of the truly innovative research areas in your department that you have helped lead. What were the keys to getting these launched and what were the implications on existing areas of strength?

### **Continue to build and enhance the division's clinical work**

What role have you played in strengthening and growing the clinical enterprise at your division?

How have you helped your faculty succeed with ever increasing clinical workloads?

How have you partnered with other units to serve more patients?

### **Continue to foster collaboration within the Department of Medicine and with the University as a whole**

In your own research, what are the other units, departments, or schools/colleges that you partner with? What is the nature of these partnerships and the shared goals?

What roles do you play beyond your unit? Can you give an example of convening actors in other units and coalescing them around an initiative? What was the outcome?

What are your experiences in establishing partnerships between basic research and clinical and translational activities? Could you walk us through an example you've been involved in?

**Additional questions:**

What do you feel are the gaps in your experience for this position?

**What concerns do you have about the position?**

**Candidate – Any questions you have for the Search Committee?**

**SURVEY MONKEY/ASSESSMENT QUESTIONS - FACULTY – EXAMPLES**

Faculty Candidate: \_\_\_\_\_ Evaluator's Name: \_\_\_\_\_

1. What are the main areas of interest/ professional goals?  
 education                       clinical                       research                       service/ administration

What are the candidate "wants" vs "must haves"?

2. How does the candidate enhance \_\_\_\_\_ (Your Division) mission? (diversity, skills, special areas of interest)
- Education: skills, interests, curriculum development, UME/GME/CME/faculty development
  - Clinical: access, outpatient/ hospital medicine, MD/patient satisfaction, new clinical programs
  - Research: skills, interests, fellowship training, K/CDA/R awards, possibilities for independent funding
  - Service/administration: diversity, mentorship, wellness, communication, quality/safety, pop health
3. Potential for academic success? Who can mentor, coach, and sponsor her/him? What development opportunities might benefit her/him?
4. Would this candidate fit in \_\_\_\_\_ (Your Division) ? Any reservations?
5. What is your overall impression of this candidate for \_\_\_\_\_ (Your Division) , DOM, UAB, and HS?
6. Additional comments (professional attitude, training, communication skills, etc.)

## SURVEY MONKEY/ASSESSMENT QUESTIONS– SENIOR FACULTY LEADERSHIP

How would you rate this candidate's motivation and interest? 1-5

1. How would you rate this candidate's Leadership Skills? 1-5
2. How would you rate this candidate's Interpersonal Skills?
  - a. Active listener (All of these 1-5)
  - b. Open to Input
  - c. Inspirational/Motivational
  - d. Passion
  - e. Shrewdness
  - f. Communication and Articulation
  - g. Integrity and Trust
3. How would you rate this candidate's Emotional Competencies?
  - a. Confidence
  - b. Empathy
  - c. Optimistic
  - d. Ambiguity Tolerance
  - e. Energy
  - f. Humility/Self Awareness
  - g. Composure
4. How would you rate this candidate's Management Skills?
  - a. Conceptual Strategic
  - b. Analytical Information usage
  - c. Task Orientation/Attention to Detail
  - d. Decisiveness/Results Orientation
  - e. Subordinate Management & Development
  - f. Financial Management
5. Based on his/her experience, how would you rate this candidate's potential? 1-5
6. Does this candidate have the academic credentials and stature for his position?
  - a. Yes
  - b. No
7. How do you think this candidate fits with the needs of UAB?
  - a. Poor
  - b. Adequate
  - c. Favorable
8. What do you like best about this candidate?
9. What are your concerns about this candidate?
10. Should this candidate be given further consideration?
  - a. Yes
  - b. No

# CANDIDATE EVALUATION/ASSESSMENT TOOLS

**Coming soon**

# TEMPLATE SEARCH COMMITTEE PICTORIAL

## DIVISION DIRECTOR SEARCH COMMITTEE ENDOCRINOLOGY, DIABETES & METABOLISM

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**Cynthia J. Brown, MD, MSPH, AGSF (Chair)**

Parrish Professor of Medicine and Director,  
Division of Gerontology, Geriatrics, and Palliative Care  
Comprehensive Center for Healthy Aging  
205-934-9261 (o)  
[cynthiabrown@uabmc.edu](mailto:cynthiabrown@uabmc.edu)



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**Julian Booker, MD**

Associate Professor, Division of Cardiovascular Disease  
Department of Medicine  
205.996.2566 (o)  
[obooker@uabmc.edu](mailto:obooker@uabmc.edu)



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**Tiffany L. Carson, PhD, MPH**

Assistant Professor, Division of Preventive Medicine  
Department of Medicine  
205.934.1443 (o)  
[tiffanycarson@uabmc.edu](mailto:tiffanycarson@uabmc.edu)



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**Herbert Chen, MD, FACS**

Professor and Chair, Department of Surgery  
Fay Fletcher Kerner Professor  
Surgeon-in-Chief, UAB Hospital and Health System  
Senior Advisor, Comprehensive Cancer Center  
205.934.333 (o)  
[herbchen@uab.edu](mailto:herbchen@uab.edu)



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**Andrea Cherrington, MD**

Associate Professor, Division of Preventive Medicine  
Department of Medicine  
Director, Clinical and Population Health Sciences Program  
205.996.2885 (o)  
[Cherrington@uab.edu](mailto:Cherrington@uab.edu)



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**Barbara Gower, PhD**  
Professor and Vice-Chair for Research  
Department of Nutrition Sciences  
205.934.4087 (o)  
[bgower@uab.edu](mailto:bgower@uab.edu)



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**Kirk Habegger, PhD**  
Assistant Professor, Division of Endocrinology, Diabetes and Metabolism  
Department of Medicine  
205.934.9835 (o)  
[kirkhabber@uabmc.edu](mailto:kirkhabber@uabmc.edu)



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**Anath Shalev, MD (Co-Chair)**  
Professor, Division of Endocrinology, Diabetes and Metabolism,  
Department of Medicine  
Director of Comprehensive Diabetes Center  
205.996.9546 (o)  
[ashalev@uabmc.edu](mailto:ashalev@uabmc.edu)



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**Victor J. Thannickal, MD**  
Professor of Medicine and Pathology  
Director, Division of Pulmonary Allergy and Critical Care Medicine  
Ben Vaughan Branscomb Chair of Medicine in Respiratory Disease  
Vice Chair for Research, Department of Medicine  
205.975.6376 (o)  
[vthannickal@uabmc.edu](mailto:vthannickal@uabmc.edu)



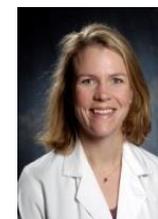
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**Rodney Tucker, MD, MMM**  
Director, Center for Palliative and Supportive Care  
Professor, Division of Gerontology, Geriatrics & Palliative Care  
Department of Medicine  
205.975.8197 (o)  
[rtucker@uabmc.edu](mailto:rtucker@uabmc.edu)



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**Amy H. Warriner, MD**  
Associate Professor, Division of Endocrinology, Diabetes and Metabolism  
Director of Weight Loss Medicine  
Department of Medicine  
205.996.3636 (o)  
[awarriner@uabmc.edu](mailto:awarriner@uabmc.edu)



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**Adam R. Wende, PhD**  
Assistant Professor  
Department of Molecular & Cellular Pathology



205.975.6272 (o)  
[adamwende@uabmc.edu](mailto:adamwende@uabmc.edu)

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**Bradley K. Yoder, PhD**  
Professor and Chair  
Department of Cell, Development & Integrative Biology  
205.934.0994 (o)  
[byoder@uab.edu](mailto:byoder@uab.edu)



# SEARCH COMMITTEE CONFIDENTIALITY AGREEMENT



The University of Alabama at Birmingham

## Confidentiality Agreement

I agree that as a participant on the \_\_\_\_\_, Division of \_\_\_\_\_ Search Committee that I will keep confidential (1) all of the information disclosed to me, and (2) all the contents of the deliberations at committee meetings as well as interviews. I agree that I will not disclose to anyone this information other than with the members of the search committee or those staffing the committee.

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Signature

# EXECUTIVE SEARCH FIRMS

## 1. Korn Ferry

<https://www.kornferry.com/>

Contact person:

Warren Ross

e-mail: [WarrenRoss@KornFerry.com](mailto:WarrenRoss@KornFerry.com)

215.656.5324

New York based International Firm.

UAB Gastro Division Director search

## 2. IM Isaacson-Miller\*

<https://www.imsearch.com/>

Contact person:

Amy Bartay (Assistant to Philip Jaeger and Kahn Lee)

e-mail: [abartay@imsearch.com](mailto:abartay@imsearch.com)

UAB Endo Division Director search

## 3. Spencer Stewart

<https://www.spencerstuart.com/>

Charles L. (Chuck) Jordan

Spencer Stuart Atlanta

T 1.404.504.4429 (234429) | M 1.617.642.1142

Assistant: [Veronica Lee](#) | T 1.404.504.4428 (234428)

## 4. Russel Reynolds

<https://www.russellreynolds.com/>

Contact person:

Charles Falcone & Kathy Vuturo

Russell Reynolds Associates

155 N. Wacker Drive, Suite 4100 | Chicago, IL | 60606 USA

T: +1-312-993-0741 | F: +1-312-993-9658

SOM office in regards to Dean search (Dr. Vickers) and Pediatrics Chair (Dr. Cohen)

## 5. Parker

<http://www.parkersearch.com/>

**Jacob Anderson**

*Principal*

Parker Executive Search

**P** 770.804.1996 x111

**F** 770.804.1917

[www.parkersearch.com](http://www.parkersearch.com)

SOM Office + Provost – SOPH Dean Search

## 6. AMN Healthcare

<https://www.amnhealthcare.com>

Contact person:

**Jean Boswell** (Associate, Executive and Physician Leadership Search)

Direct: 404.796.8292

Cell: 404.317.6605

[jean.boswell@amnhealthcare.com](mailto:jean.boswell@amnhealthcare.com)

## 7. Assurgent Medical Staffing firm

<http://assurgentmedical.com/>

Contact person:

Ken Masker

e-mail: [kmaster@assurgentmedical.com](mailto:kmaster@assurgentmedical.com)

Atlanta based

UAB Gastro and Pediatrics search 2018 and 2019

## 8. WittKieffer

<https://www.wittkieffer.com/>

Contact person:

**KIMBERLY SMITH**

Managing Partner and Practice Leader

Academic Medicine and Health Sciences

Office: 781.564.2625

Mobile: 978.804.9707

[ksmith@wittkieffer.com](mailto:ksmith@wittkieffer.com)

Boston, MA and Naples, FL

## 9. KBIC

<https://www.kbic.com/>

(Kaye/Bassman – International Search Firm)

Contact person:

**Mark Foutz** | Search Consultant | Academic Medicine

[mfoutz@kbic.com](mailto:mfoutz@kbic.com) | Direct 972.265.5369 | [www.linkedin.com/in/mrfoutz](http://www.linkedin.com/in/mrfoutz)

**Kaye/Bassman International Corp** | 5851 Legacy Circle | Suite 500 | Plano, Texas 75024

main 972.931.5242 | fax 972.931.9683 | [www.kbic.com](http://www.kbic.com)

Based in Texas

# Potential Sources for Identifying Diverse Faculty Candidates

## Physicians

- National Medical Association <https://career.nmanet.org/>
- National Hispanic Medical Association <http://jobs.nhmamd.org/>

## Physician-Scientists/ Researchers

- Harold Amos Medical Faculty Development Program <http://www.amfdp.org/about/cohorts-archive>
- Recipients of NIH Diversity Supplement awards or other NIH diversity-associated awards <https://diversity.nih.gov/toolkit>
- Asian & Pacific Islander Caucus for Public Health <http://www.apicaucus.org/>
- Society for Neuroscience <https://www.sfn.org/Careers>
- Society for Advancement of Chicanos/Hispanics and Native Americans in Science <https://careercenter.sacnas.org/>
- Annual Biomedical Research Conference for Minority Students <http://www.abrcms.org/>
- Minority Postdoc.Org <http://www.minoritypostdoc.org/index.html>
- Network of Minority Health Research Investigators (NMRI) <https://www.niddk.nih.gov/research-funding/research-programs/diversity-programs/network-minority-health-research-investigators-nmri>

## Educators

- The Josiah Macy Jr Foundation <http://macyfoundation.org/macy-scholars>
- Higher Education Recruitment Consortium <https://www.hercjobs.org/>

## General

- AAMC Group on Diversity and Inclusion (GDI) <https://www.aamc.org/members/gdi/>
- AAMC Group on Women in Medicine and Science (GWIMS) <https://www.aamc.org/members/gwims/>
- Affinity groups of Professional Societies, Medical Schools and Graduate/Professional Schools
- Top 10 US Medical Schools Graduating Highest Black or African American Physicians<sup>1</sup>
  - Howard University College of Medicine
  - Meharry Medical College
  - University of Illinois College of Medicine
  - Wayne State University School of Medicine
  - Morehouse School of Medicine
  - University of North Carolina School of Medicine
  - SUNY Downstate College of Medicine
  - Harvard Medical School
  - Temple University School of Medicine
  - Rutgers New Jersey Medical School
- Top 10 US Medical Schools Graduating Highest Hispanic Physicians<sup>2</sup>

- University of Illinois at Chicago
- The University of Texas Medical Branch
- The University of Texas Health Science Center at Houston
- University of New Mexico-Main Campus
- Baylor College of Medicine
- The University of Texas Health Science Center at San Antonio
- University of Texas Southwestern Medical Center
- University of California-San Francisco
- Florida International University
- University of Miami
- Rutgers University-Brunswick
- New York University
- Northwestern University
- Thomas Jefferson University
- University of California-Davis
- Harvard University
- Yeshiva University

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<sup>1</sup><https://news.aamc.org/diversity/article/black-history-month-facts-and-figures/>

<sup>2</sup>[https://issuu.com/hohost/docs/digital\\_ho\\_07-00-2017/8](https://issuu.com/hohost/docs/digital_ho_07-00-2017/8)

# CAMPUS VISIT CHECKLIST

## FACULTY CANDIDATE CAMPUS VISIT CHECKLIST:

- Itinerary - Work with the Search Committee (Chair) to schedule interviews and build the Itinerary.
- Hotel Reservation.
- Flight reservation (most candidates prefer to make own flight reservations)
- Contact Chalker/The VAL Group for a pre-screen phone call and include candidate's CV.
- Reserve a conference rooms for a lunch presentation/Seminar and candidate meetings.
- Communicate with candidate in regards to the guidelines for the presentation.
- Ground transportation reservations – Over the Mountain Sedan.
- Create flyer for the presentation and distribute.
- Schedule a 1 hour panel interview with candidate and Search Committee
- Restaurant reservations. Work with Search Committee in regards to a Restaurant dinner or a private dinner at a faculty members home.
- Schedule a tour of a facility if needed.
- Update the evaluation/assessment questions, in coordination with the Search Committee Chair and send the assessment link to all involved in the visit.
- Sent the Itinerary, CV or Bio, to each faculty member that will be part of the interview process, all search committee members, the Division Director, dinner attendees, as well as the contact person for The VAL or the Chalker Group.
- Enter candidate into Oracle as a New Supplier for reimbursement purposes.
- Send evaluation/assessment link to Faculty after candidate leaves.
- Informational package to candidate.
- Complete reimbursements for candidate and include a Thank you letter from the SC Chair.

## **SECOND VISIT**

- If this is a **RESEARCH** intensive candidate: Schedule a meeting/interview with Dr. Seth Landefeld during the 2<sup>nd</sup> visit.
- If this is a **RESEARCH** intensive candidate: Schedule a meeting with Dr. Victor Thannickal or Cindy Joiner.
- If candidate might be in need of **SPACE**: Schedule a meeting/interview with Drs. Cindy Joiner/Stu Frank.
- If this candidate has **LAB ANIMAL** needs: Schedule a meeting/tour with Sam Carter.
- If this candidate needs information about **UAB CORES**: Schedule a meeting/interview with Mike Bertram.
- If this is a **CLINICAL** intensive candidate: Schedule a meeting/interview with Elizabeth Turnipseed or Lauryn Schultz.

## CONCIERGE SERVICES

The Chalker Group

Barbara Burton, President

205.706.8711 // [chalkergroup.com](http://chalkergroup.com)

<https://chalkergroup.com/>

*“The men and women you recruit seek more than a job; they seek a home. I grew up in south Alabama and spent about 30 years in New York before moving to Birmingham. I love living here but understand that Birmingham can be a hard city for people to get to know on a “first date,” much less see as their “home” town. The idea for Chalker Group sprang from that understanding. At Chalker, we show recruits how Birmingham is relevant to them, and, in doing so, help employers bring the best and brightest to our community.”*

## **We help personalize your recruiting process.**

When it comes to the city in which we live, each of us has unique needs and desires. At Chalker Group, we take the time to understand in detail those needs and desires for your top-level recruits. We craft a distinctive, personalized experience designed to show them how Birmingham fits their needs. This personalized approach to introducing recruits to their potential new home both welcomes and informs. Most important of all – it greatly increases the odds of a successful hire for you and a smooth transition for your candidate.

# CONCIERGE SERVICES

*The VAL Group, Inc.*

Valerie Collins Thomas, President

@The Pizitz

[www.thevalgroupp.org](http://www.thevalgroupp.org)

follow us on Instagram @theVALGroup

Mobile 210-422-8136

Office 205-873-3444

<https://thevalgroupp.org/>

The VAL Group provides comprehensive, professional concierge service to hospitals, corporations, government agencies, and other businesses that need their visitations to Birmingham managed in a high quality, exemplary fashion.

Birmingham has a unique and vibrant community lifestyle story. Our goal is to show its appeal to YOUR potential new resident/recruit, touring business partner, or visiting dignitary from any corner of the world. Your visitor will have a small window of time to understand the tremendous quality of life available in the Magic City! Our expert team will create a customized itinerary to have the most dramatic effect in this short timeframe.

We tailor all itineraries to include airport pick-up, neighborhood and school tours, museum visits, and lunch/dinner at any of our fabulous chef-owned restaurants, based solely on YOUR visitor's needs. At every turn, we demonstrate Southern hospitality while offering YOUR visitor the red-carpet treatment

@The Pizitz, 120 19th Street N No. 802, Birmingham, AL 35203



The University of Alabama at Birmingham

## Chalker Group INTRODUCTION E-MAIL TO CANDIDATE

Good Morning!

*For the past several years, we have engaged Chalker Group to facilitate transitions for key faculty candidates and their spouses. Chalker Group has been a tremendous resource in helping candidates and their families get to know Birmingham and the opportunities they will find here.*

*I write to introduce you to Barbara Burton and \_\_\_\_\_ (copied on this email) of Chalker Group. \_\_\_\_\_ will be in touch to introduce you to Chalker's service and schedule a brief call with you in advance of your visit.*

*Please make an effort to dedicate 15-20 minutes to speak with \_\_\_\_\_ in advance of your visit.*

Sincerely,

## CANDIDATE WELCOME E-MAIL TO DIVISION



The University of Alabama at Birmingham

Good Morning!

Please note that we will have Dr. \_\_\_\_\_ a faculty candidate (see Itinerary attached) in town with us next week for his 1<sup>st</sup> visit to UAB and to our Division.

If you see Dr. \_\_\_\_\_ in the hallways on \_\_\_\_\_ (date), please introduce yourself. It takes our whole team to make a recruitment visit successful, and we are counting on each person to help us make a positive impression. Please be mindful of ways we can be inviting and engaging during this time: professional attire, an attitude of hospitality, and of course friendly smiles. We know that our division is the very best, and we want to make sure Dr. \_\_\_\_\_ agrees!

Sincerely,

# ITINERARY TEMPLATE FOR 1<sup>ST</sup> VISIT



The University of Alabama at Birmingham

**CANDIDATE IMAGE HERE**

## **CANDIDATE, MD**

Associate Professor of Medicine  
Divisions of XXXXXXXXXX

XXXXXXXXXX, Los Angeles, CA

**Candidate for  
Director, Division of Endocrinology, Diabetes & Metabolism  
Department of Medicine**

### **UAB Contact Information**

**Spira Steyn**  
Administrative Associate, DOM Chair's Office  
205.934.0700 (o); 205.370.1664 (c)  
[rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu)

## Monday, November 26, 2018

- **Monday, November 26, 2018**  
Arrive at Birmingham Shuttlesworth International Airport at **9:39 pm**, DL 3545
- **Wednesday, November 28, 2018**  
Departure from Birmingham Shuttlesworth International Airport at **3:45 pm**, DL 6304

## Lodging Accommodations



**The Grand Bohemian**  
2655 Lane Park Road  
Birmingham, AL 35223  
(205) 414-0505

**Confirmation #96334732**

## Monday, November 26, 2018

**9:39 pm**      *Over the Mountain Sedan (205.260.9553) will pick Dr.xxxxxx up from airport and take her to the Grand Bohemian Hotel.*

## Tuesday, November 27, 2018

*(Escort for all meetings – Spira Steyn)*

**6:30 am**      *Over the Mountain Sedan (205.260.9553) will pick Dr. xxxxxx up from The Grand Bohemian and bring her to the front of BDB where Spira Steyn will meet her.*

**7:00-7:50 am**      **Breakfast Meeting with Endocrine Fellows**  
**Host, James Barrios, MD**  
Division of Endocrinology, Diabetes & Metabolism  
BDB 445

**8:00-8:30 am**      **Ladonna P. Elliot, MBA**  
Administrator, Division of Gastroenterology & Hepatology  
205.996.6529 (o)  
[ladonnaelliot@uabmc.edu](mailto:ladonnaelliot@uabmc.edu)



**Lauryn Schultz, MSHA, MBA**

Sr. Administrator, DOM Clinical Programs and Operations  
Administrator, Division of Endocrinology, Diabetes and Metabolism  
205.975.9268 (o)  
[lcschultz@uabmc.edu](mailto:lcschultz@uabmc.edu)  
BDB 420 A, small conference room



**8:45-9:15 am**

**Elizabeth G. Turnipseed, MD, MSPH, FACP**

Vice Chair for Clinical Affairs, Department of Medicine  
Associate Professor, General Internal Medicine  
205.975.4165 (o)  
[eturnipseed@uabmc.edu](mailto:eturnipseed@uabmc.edu)  
BDB 467



**9:30-10:00 am**

**Jeanne Marrasso, MD**

Professor and Division Director, Infectious Diseases  
Department of Medicine  
205.975.5500 (o)  
[jmarrasso@uabmc.edu](mailto:jmarrasso@uabmc.edu)  
BDB 420 A, small conference room



**10:15-10:45**

**Stuart J. Frank, MD**

Executive Vice Chair, Department of Medicine  
Professor, Endocrinology, Diabetes & Metabolism  
205.934.9877 (o)  
[sfrank@uabmc.edu](mailto:sfrank@uabmc.edu)  
BDB 720



**11:00-11:30 am**

**Herbert Chen, MD, FACS**

Professor and Chair, Department of Surgery  
Fay Fletcher Kerner Professor  
Surgeon-in-Chief, UAB Hospital and Health System  
Senior Advisor, Comprehensive Cancer Center  
205.934.333 (o)  
[herbchen@uab.edu](mailto:herbchen@uab.edu)  
BDB 616



**12:00-1:00 pm**

**Lunch PRESENTATION**

*"A Vision for UAB Endocrinology"*

BDB 334

1:15-2:00 pm

**Meeting with Endocrine Search Committee**  
BDB 334

2:15-2:45 pm

*BREAK*

3:00-3:30 pm

**Fernando Ovalle, MD**  
Professor and Interim Division Director  
Division of Endocrinology, Diabetes and Metabolism  
Department of Medicine  
205.975.2422 (o)  
[fovalle@uabmc.edu](mailto:fovalle@uabmc.edu)  
BDB 420 A



3:45-4:15 pm

**Megann Bates Cain, MPPM**  
Senior Director of Development and Strategy  
Department of Medicine  
205.934.7408 (o)  
[meganncain@uabmc.edu](mailto:meganncain@uabmc.edu)  
BDB 420



4:30-5:00 pm

**Anath Shalev, MD**  
Professor, Division of Endocrinology, Diabetes and Metabolism,  
Department of Medicine  
Director, Comprehensive Diabetes Center  
205.996.9546 (o)  
[ashalev@uabmc.edu](mailto:ashalev@uabmc.edu)  
BDB 420 A, small conference room



5:00-5:30 pm

*BREAK*

5:30-6:00 pm

**Seth Landefeld, MD**  
Chair, Department of Medicine  
Spencer Chair in Medical Science Leadership  
205.934.7700 (o)  
205.306.9683 (c)  
[sethlandefeld@uabmc.edu](mailto:sethlandefeld@uabmc.edu)  
BDB 420



6:30 pm

**DINNER** with Drs. Cynthia Brown, Amy Warriner, Kirk Habegger, Deepti Bahl and Monica Agarwal.

**Hot and Hot Fish Club**

2180 11<sup>th</sup> Court South  
Birmingham, AL 35205  
205.933.5474

*Reservation held under "Cynthia Brown"*

**Wednesday, November 28, 2018**

*Breakfast on own at hotel*

7:45 am

**Over the Mountain Sedan (205.260.9553)** will pick Dr. xxxxxxx up from The Grand Bohemian and bring her to the front of BDB where Spira Steyn will meet her.

8:15-8:45 am

**Richard S. Rosenthal, MD**

Associate Professor, Division of Endocrinology,  
Diabetes and Metabolism  
Associate Chief Medical Officer, Ambulatory Service  
205.996.4419 (c)  
[rosenth@uabmc.edu](mailto:rosenth@uabmc.edu)  
BDB 420 A, small conference room



9:15-9:45 am

**Anupam Agarwal, MD**

Executive Vice Dean, School of Medicine  
Professor and Division Director, Nephrology  
205.996.6670 (o)  
[aagarwal@uabmc.edu](mailto:aagarwal@uabmc.edu)  
THT 647



10:00-10:30 am

**Shane Wiley, MBA**

Executive Administrator, Department of Medicine  
Interim Administrator, Division of Cardiovascular Disease  
205.934.3285 (o)  
[swiley@uabmc.edu](mailto:swiley@uabmc.edu)  
BDB 420



10:30-11:00

**Cynthia J. Brown, MD, MSPH, FACP**

Professor and Division Director, Gerontology, Geriatrics and  
Palliative Care  
Director, Comprehensive Center for Healthy Aging  
[cynthiabrown@uabmc.edu](mailto:cynthiabrown@uabmc.edu)  
BDB 420 A, small conference room



11:15-1:30 pm

**Tour and Lunch with The Chalker Group**

**Jeanie MacKenzie**  
205.410.9242 (c)

1:30 pm

Chalker will take Dr. xxxxxxx to the Airport.

**Departure** – flight leaves at 3:45 pm



The University of Alabama at Birmingham

## Contact Information

---

XXXXXXXXXX candidate  
(Cell)  
email

**Jeanie MacKenzie**  
**The Chalker Group**  
205.410.9242 (c)  
[jeanie@chalkergroup.com](mailto:jeanie@chalkergroup.com)

**Spira Steyn**  
**Administrative Associate**  
Department of Medicine, Chair's Office  
205.934.0700 (o)  
205-370-1664 (c)  
[rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu)

# ITINERARY TEMPLATE FOR 2<sup>ND</sup> VISIT



The University of Alabama at Birmingham

**CANDIDATE IMAGE HERE**

## **CANDIDATE, MD**

Associate Professor of Medicine  
Divisions of XXXXXXXXXX

XXXXXXXXXX, Los Angeles, CA

## **2<sup>nd</sup> Visit**

**Candidate for**

**Director, Division of Endocrinology, Diabetes & Metabolism**

**Department of Medicine**

### **UAB Contact Information**

**Spira Steyn**  
**Administrative Associate, DOM Chair's Office**  
205.934.0700 (o); 205.370.1664 (c)  
[rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu)

## Travel Arrangements

- **Tuesday, December 18, 2018**  
Arrive at Birmingham Shuttlesworth International Airport at **3:10 pm**, DL 6304
- **Thursday, December 20, 2018**  
Departure from Birmingham Shuttlesworth International Airport at **2:05 pm**, DL 6181

## Lodging Accommodations



**The Grand Bohemian**  
2655 Lane Park Road  
Birmingham, AL 35223  
(205) 414-0505

Confirmation # 85766297

## Tuesday, December 18, 2018

*(Escort for all meetings – Spira Steyn)*

**3:10 pm**

*Dr. Seth Landefeld - 205.306.9683(c) will pick Dr. xxxxx up from the airport and bring her to BDB.*

**4:15-4:45 pm**

**Kenneth G. Saag, MD, MSc**

*Jane Knight Lowe* Professor of Medicine  
Vice Chairman for Outcomes and Effectiveness Research,  
Department of Medicine  
Director, Center for Outcomes, Effectiveness Research and  
Education (COERE), Center of Research Translation (CORT)  
in Gout and Hyperuricemia  
205.996.9784 (o)  
[ksaag@uabmc.edu](mailto:ksaag@uabmc.edu)  
BDB 420 A, small conference room



**5:00-5:30 pm**

**Robert P. Kimberly, MD**

Howard L. Holley Professor of Medicine  
Director, UAB Center for Clinical and Translational Science  
Senior Associate Dean for Clinical and Translational  
Research, UAB School of Medicine  
Associate Vice President for Medicine and Biomedical Research  
205.934.0235 (o)  
[rkimberly@uabmc.edu](mailto:rkimberly@uabmc.edu)  
SHEL 174



**6:30 pm**

**Dinner** with Drs. Seth Landefeld, Herb and Harriet Chen; Ravi and Smita Bhatia

**Café Dupont Restaurant**

113 20<sup>th</sup> Street N  
Birmingham, AL 35203  
205.322.1282  
<http://www.cafedupont.net/rc1ptdneboshts905xvfedpmiflttu>

**Wednesday, December 19, 2018**

(Escort for all meetings – Spira Steyn)

- 7:00 am**                    **Over the Mountain Sedan (205.260.9553)** will pick Dr. xxxxx up from The Grand Bohemian and bring her to the front of BDB where Spira Steyn will meet her.
- 7:30-8:00 am**            **Monica L. Baskin, Ph.D**  
Vice Chair for Culture and Diversity, Department of Medicine  
Professor, Preventive Medicine  
205.975.5704 (o)  
[mbaskin@uabmc.edu](mailto:mbaskin@uabmc.edu)  
BDB 420 A, small conference room
- 
- 8:15-8:45 am**            **Patricia J. Pritchett, JD, BSN**  
UABHS Senior Vice President Ambulatory Services  
205.801.8077 (o)  
[ppritche@uabmc.edu](mailto:ppritche@uabmc.edu)  
JNWB 406
- 
- 9:15-9:45 am**            **Orlando Gutierrez, MD**  
Professor, Division of Nephrology  
Department of Medicine  
205.996.2186 (o)  
[ogutierrez@uabmc.edu](mailto:ogutierrez@uabmc.edu)  
BDB 420 A, small conference room
- 
- 10:00-10:30 am**        **Megann Bates Cain, MPPM**  
Senior Director of Development and Strategy  
Department of Medicine  
205.934.7408 (o)  
[meganncain@uabmc.edu](mailto:meganncain@uabmc.edu)  
BDB 420
- 
- 10:45-11:30 am**        **Michael Mugavero, MD**  
Director, Center for AIDS Research (CFAR)  
School of Medicine  
Professor, Infectious Diseases  
Department of Medicine  
[mmugavero@uabmc.edu](mailto:mmugavero@uabmc.edu)  
BDB 420 A, small conference room
- 
- 12-1:00 pm**              **Lunch with Endocrine Faculty**  
  
BDB 334
- 1:15-1:45 pm**            **Douglas R. Morgan, MD**  
Professor and Division Director, Gastroenterology &  
Hepatology  
Department of Medicine  
205.934.9663 (o)  
[drmorgan@uabmc.edu](mailto:drmorgan@uabmc.edu)
- 

2:00-2:30 pm

**Rachelle Hall**

Director of Finance, Department of Medicine  
205.934.4556 (o)  
[rachellehall@uabmc.edu](mailto:rachellehall@uabmc.edu)  
BDB 420 A, small conference room



2:45-3:15 pm

**Shane Wiley, MBA**

Executive Administrator, Department of Medicine  
Interim Administrator, Division of Cardiovascular Disease  
205.934.3285 (o)  
[swiley@uabmc.edu](mailto:swiley@uabmc.edu)  
BDB 420



3:15-3:45 pm

**Cynthia I. Joiner, Ph.D, MPH, RN**

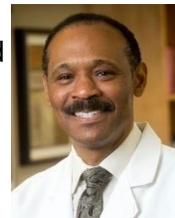
Assistant Vice Chair for Research, Department of Medicine  
Assistant Professor, Department of Medicine  
205.934.7520 (o)  
[cirwin@uabmc.edu](mailto:cirwin@uabmc.edu)  
BDB 420 A, small conference room



4:00-4:30 pm

**Keith A. (Tony) Jones, MD**

Alfred Habeeb Professor of Anesthesiology and Perioperative Med  
President, UA Health Services Foundation  
Chief Physician Executive, UAB Medicine  
Senior Associate Dean for Clinical Affairs, School of Medicine  
205.934.9296 (o)  
[keithjones@uabmc.edu](mailto:keithjones@uabmc.edu)  
JNWB 502



5:00-5:30 pm

**Will Ferniany, PhD**

CEO, UAB Health System  
205.975.5412 (o)  
[wferniany@uabmc.edu](mailto:wferniany@uabmc.edu)  
JNWB 408



5:30 pm

*Over the Mountain Sedan (205.260.9553) will pick xxxxxxxx up from the Grand Bohemian and take them to the Restaurant for dinner.*

6:00 pm

**DINNER** with Dr. Brooks and Libba Vaughan; Dr. Victor and Beena Thannickal

Roots and Revelry Restaurant  
1623 2<sup>nd</sup> Ave N.  
Birmingham, AL 35203  
205.730.1907  
<http://www.roots-revelry.com/>

*Reservation held under "Brooks Vaughan"*

## Thursday, December 20th, 2018

7:30-11:15 am

### Breakfast and Tour with The Chalker Group

Walton Foster  
205.706.8711 (c)  
[walton@chalkergroup.com](mailto:walton@chalkergroup.com)

*Chalker Group will bring Dr. xxxxxx back to the front of BDB where Spira will meet her.*

11:30-12:30 pm

### LUNCH Meeting

#### Seth Landefeld, MD

Chair, Department of Medicine  
Spencer Chair in Medical Science Leadership  
205.934.7700 (o)  
205.306.9683 (c)  
[sethlandefeld@uabmc.edu](mailto:sethlandefeld@uabmc.edu)  
BDB 420



#### Cynthia J. Brown, MD, MSPH, FACP

Professor and Division Director, Gerontology, Geriatrics and Palliative Care  
Director, Comprehensive Center for Healthy Aging  
[cynthiabrown@uabmc.edu](mailto:cynthiabrown@uabmc.edu)  
BDB 420



12:40 pm

*Over the Mountain Sedan (205.260.9553) will pick Dr. xxxxxx and family up from the front of BDB and take them to the airport.*

**Departure** – flight leaves at 2:05 pm

## Contact Information

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**Candidate name**

(cell)

email

**Walton Foster**

**The Chalker Group**

205.706.8711 (c)

[walton@chalkergroup.com](mailto:walton@chalkergroup.com)

**Spira Steyn**

**Administrative Associate**

Department of Medicine, Chair's Office

205.934.0700 (o)

205-370-1664 (c)

[rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu)

## ITINERARY TEMPLATE FOR 3<sup>RD</sup> VISIT



The University of Alabama at Birmingham



### **Douglas Morgan, MD, MPH**

Associate Professor, Division of Gastroenterology, Hepatology and Nutrition  
Department of Medicine

Vanderbilt University Medical Center, Nashville, TN

### **3<sup>rd</sup> Visit**

**Candidate for**

**Director, Division of Gastroenterology & Hepatology  
Department of Medicine**

### **UAB Contact Information**

**Spira Steyn**  
**Administrative Associate, DOM Chair's Office**  
205.934.0700 (o); 205.370.1664 (c)  
[rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu)

## Travel Arrangements

- **Wednesday, May 16<sup>th</sup>, 2018** – Arrival by car at 11:15 am
- **Thursday, May 17<sup>th</sup>, 2018** – Departure at 7:30 am

## Lodging Accommodations



**Elyton Hotel, Autograph Collection**  
1928 1<sup>st</sup> Avenue North,  
Birmingham, AL 35203  
205.731.3600

**Confirmation # 95955372**

## Wednesday, May 16<sup>th</sup>, 2018

*(Escort for all meetings – Spira Steyn)*

**Arrival** by car at 11:15 am – Spira will meet you at the TKC parking lot

**11:45-1:00 pm**

**LUNCH meeting**

**Michael S. Saag, MD**

Associate Dean for Global Health  
Director, UAB Center for AIDS Research  
Professor of Medicine  
Jim Straley Chair in AIDS Research  
[msaag@uabmc.edu](mailto:msaag@uabmc.edu)



**1:30-2:00 pm**

**Will Ferniany, PhD**

CEO, UAB Health System  
205.975.5412 (o)  
[wferniany@uabmc.edu](mailto:wferniany@uabmc.edu)  
FOT 1207D



**2:15-2:45 pm**

**Dr. Jean Ann Larson, FACHE, LFHIMSS, FIISE**

Chief Leadership Development Officer  
Office of Leadership Development  
UAB Health System and School of Medicine  
205.996.1116 (o)  
[jl Larson@uabmc.edu](mailto:jl Larson@uabmc.edu)  
JNWB 414



**3:00-3:30 pm**

**Fran E. Lund, PhD**

Professor and Chair, Department of Microbiology  
205.934.9339 (o)  
[flund@uab.edu](mailto:flund@uab.edu)  
Shelby 506



3:45-4:15 pm

**Jeanne Marrazzo, MD**

Professor and Division Director, Infectious Diseases  
Department of Medicine  
205.975.5500 (o)  
[jmm2@uab.edu](mailto:jmm2@uab.edu)  
THT 215



4:30-4:55 pm

**Herbert Chen, MD, FACS**

Professor and Chair, Department of Surgery  
Fay Fletcher Kerner Professor  
Surgeon-in-Chief, UAB Hospital and Health System  
Senior Advisor, Comprehensive Cancer Center  
205.934.333 (o)  
[herbchen@uab.edu](mailto:herbchen@uab.edu)  
BDB 502



5:00-5:30 pm

**Seth Landefeld, MD**

Chair, Department of Medicine  
Spencer Chair in Medical Science Leadership  
205.934.7700 (o)  
205.306.9683 (c)  
[sethlandefeld@uabmc.edu](mailto:sethlandefeld@uabmc.edu)  
BDB 420



**Stuart J. Frank, MD**

Executive Vice Chair, Department of Medicine  
Professor and Division Director, Endocrinology, Diabetes  
& Metabolism  
205.934.9877 (o)  
[sfrank@uabmc.edu](mailto:sfrank@uabmc.edu)  
BDB 420



5:45pm

**DINNER** with Dr. Seth Landefeld, Dr. Stuart Frank and Dr. Ladi Kukoyi

**Highlands Bar and Grill**

2011 11<sup>TH</sup> Avenue S  
Birmingham, AL 35205  
205.939.1400

*Reservation held under "Seth Landefeld"*



The University of Alabama at Birmingham

## Contact Information

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**Doug Morgan, MD, MPH**

919.619.7243 (c)

[Douglas.morgan@Vanderbilt.edu](mailto:Douglas.morgan@Vanderbilt.edu)

**Spira Steyn**

**Administrative Associate**

Department of Medicine, Chair's Office

205.934.0700 (o)

205-370-1664 (c)

[rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu)

## SAMPLE FLYER FOR PRESENTATION



The University of Alabama at Birmingham

# Division Director Search

## Division of Gastroenterology & Hepatology

### SPECIAL PRESENTATION

Tuesday, March 6<sup>th</sup>, 2018  
12:00 noon

**Boshell Diabetes Building 334**

(boxed lunch provided)



### **Douglas Morgan, MD, MPH**

Associate Professor,  
Department of Medicine,  
Division of Gastroenterology, Hepatology  
and Nutrition

Vanderbilt University Medical Center, Nashville TN

## “Gastroenterology at the Crossroads”

*Sponsored by Chairman's Office, Department of Medicine*  
Contact: Spira Steyn [rsteyn@uabmc.edu](mailto:rsteyn@uabmc.edu)

# HOTELS (UAB Rates)/REAL ESTATE/GROUND TRANSPORTATION

## THE GRAND BOHEMIAN HOTEL MOUNTAIN BROOK

2655 Lane Park Road  
Birmingham, AL 35223  
205.414.0505

**UAB discounted corporate rate:**

**\$195/night plus taxes**

Standard King room or Standard Double Queen Room

Contact for UAB:

Amy Haley

[Amy.haley@kesslercollection.com](mailto:Amy.haley@kesslercollection.com)

912-721-5013



<https://www.marriott.com/hotels/travel/bhmag-grand-bohemian-hotel-mountain-brook-autograph-collection/?scid=45f93f1b-bd77-45c9-8dab-83b6a417f6fe>

## THE EYLTON HOTEL, AUTOGRAPH COLLECTION BY MARRIOTT

1928 1<sup>ST</sup> Avenue North  
Birmingham, AL 35203  
205.731.3600

**UAB discounted corporate rate:**

**\$179.00/night plus taxes**

**Cluster Code: Z8U**

Contact for UAB:

Katharine Fesperman

[Katharine.Fesperman2@marriott.com](mailto:Katharine.Fesperman2@marriott.com)

205.731.3600



<https://www.marriott.com/hotels/travel/bhmak-elyton-hotel-autograph-collection/?scid=45f93f1b-bd77-45c9-8dab-83b6a417f6fe>

## COURTYARD BIRMINGHAM DOWNTOWN AT UAB

1820 5<sup>TH</sup> Avenue South,  
Birmingham, AL 35233  
205.254.0004

**UAB discounted corporate rate:**

**\$174/night plus taxes**

Standard King room or Standard Double Queen Room

Contact for UAB:

Philippa Stricklin

[Philippa.Stricklin@marriott.com](mailto:Philippa.Stricklin@marriott.com)

*Please e-mail Philippa in regards to your reservation OR see the links for UAB reservations below.*



**[Book your corporate rate for UAB](#)**

## HILTON BIRMINGHAM AT UAB

808 20<sup>TH</sup> Street South,  
Birmingham, AL 35205  
205.933.9000

### UAB discounted corporate rate:

**\$129/night plus taxes**

Standard Guest room with no Breakfast

\$139/night plus taxes

Standard Guest room with Breakfast

### Contact Person for UAB:

Owen Hulseley

[Owen.Hulseley3@hilton.com](mailto:Owen.Hulseley3@hilton.com)

205.527.2540 (mobile)

25.933.9000 option 2 ext. 5274

### UAB without Breakfast Booking link:

[https://secure3.hilton.com/en\\_US/hi/reservation/book.htm?ctyhocn=BMHHHH&corporateCode=3063323&from=lnlink](https://secure3.hilton.com/en_US/hi/reservation/book.htm?ctyhocn=BMHHHH&corporateCode=3063323&from=lnlink)

### UAB With Breakfast Booking Link:

[https://secure3.hilton.com/en\\_US/hi/reservation/book.htm?ctyhocn=BMHHHH&corporateCode=1363286&from=lnlink](https://secure3.hilton.com/en_US/hi/reservation/book.htm?ctyhocn=BMHHHH&corporateCode=1363286&from=lnlink)

<https://www.hilton.com/en/hotels/bhmhxxx-hilton-birmingham-at-uab/>



## RESIDENCE INN BIRMINGHAM DOWNTOWN AT UAB

821 20<sup>TH</sup> Street South,  
Birmingham, AL 35205  
205.731.9595

### UAB discounted corporate rate:

**\$169.00 plus taxes**

Standard King room or Standard Double Queen Room

### Contact Person for UAB:

**Whitney Davis**

Director of Sales

Phone: 205.521-7391 | Cell: 205-267-2924

[whitney.davis2@marriott.com](mailto:whitney.davis2@marriott.com)

<https://www.marriott.com/hotels/travel/bhmri-residence-inn-birmingham-downtown-at-uab/>



## HOMEWOOD SUITES BY HILTON BIRMINGHAM DOWNTOWN NEAR UAB

1016 20<sup>TH</sup> Street,  
Birmingham, AL 35205  
205.703.9920

### UAB discounted corporate rate:

**\$139/night plus taxes**

Standard King room or Standard Double Queen Room

### Contact Person for UAB:

Hina Patel



[Hina.Patel@Hilton.com](mailto:Hina.Patel@Hilton.com)

205.703.9920 press #2

<https://www.hilton.com/en/hotels/bhmabhw-homewood-suites-birmingham-downtown-near-uab/>

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## REAL ESTATE

### **Tommy Brigham**

Chairman, CEO ARC

4274 Cahaba Heights Ct Ste. 200

Birmingham, AL 35243

205.540.0536 (cell)

205.969.8910 (office)

[tbrigham@arc Realtyco.com](mailto:tbrigham@arc Realtyco.com)



<https://tommybrigham.arc Realtyco.com/>

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## GROUND TRANSPORTATION

### **OVER THE MOUNTAIN SEDAN (Limo services)**

**Robert Milton**

3332 Old Montgomery Hwy

Birmingham, AL 35209

205.260.9554 (cell)

#### **UAB corporate rates:**

The all-inclusive rate (includes tax and gratuity) is \$58.80 for a Sedan.

The SUV (when the whole family comes in for a visit) is \$70.80 all inclusive.

<http://otmsedan.com/>

# RESTAURANT SUGGESTIONS

## **OVENBIRD**

2810 3<sup>rd</sup> Avenue S, Birmingham, AL 35233

**(205) 957-6686**

Cuisine: Tapas, Spanish, Portuguese

<https://www.ovenbirdrestaurant.com/>

CLOSED SUNDAY'S – OPEN ON MONDAY'S  
PRIVATE/QUIET DINING SPACE AVAILABLE



## **CAFÉ DUPONT**

113 20<sup>th</sup> Street N, Birmingham, AL 35233

**(205) 322-1282**

Cuisine: American

<https://www.cafedupont.net/>

CLOSED SUNDAY'S AND MONDAY'S  
PRIVATE/QUIET DINING SPACE AVAILABLE



## **BLUEPRINT ON 3<sup>rd</sup>**

3000 3<sup>rd</sup> Avenue S, Birmingham, AL 35233

**(205) 479-3000**

Cuisine: American

<https://www.blueprinton3rd.com/>

CLOSED SUNDAY'S  
PRIVATE/QUIET DINING SPACE AVAILABLE



## **HIGHLANDS BAR & GRILL**

2100 11<sup>TH</sup> Avenue S, Birmingham, AL 35205

**(205) 939-1400**

Cuisine: Southern food

<https://highlandsbarandgrill.com/>

CLOSED SUNDAY'S AND MONDAYS  
NO PRIVATE DINING ROOM/QUIET SPACE  
RESERVATIONS TO BE MADE ONE MONTH IN ADVANCE



**THE CLUB, Inc – The View dining room**

1 Robert S. Smith Drive, Birmingham, AL 35209

**(205) 323-5821**

<https://www.theclubinc.org/>

**MEMBERSHIP ONLY**

**DRESS CODE: Smart Business Casual; Denim Permitted;  
Shorts Not Permitted**

**CLOSED ON SUNDAY'S**

**[PRIVATE/QUIET DINING SPACE AVAILABLE](#)**



**AUTOMATIC SEAFOOD & OYSTER**

2824 5<sup>th</sup> Avenue S, Birmingham, AL 35233

**(205) 508-1600**

Cuisine: Seafood

<https://www.automaticseafood.com/>



**OPEN ALL WEEK**

**[PRIVATE/QUIET DINING SPACE AVAILABLE](#)**

**DANIEL GEORGE RESTAURANT**

2837 Culver Road, Mountain Brook, AL 35223

**(205) 871-3266**

Cuisine: American, Seafood

<https://www.danielgeogerestaurant.com/>



**CLOSED ON SUNDAY'S**

**[PRIVATE/QUIET DINING SPACE AVAILABLE](#)**

**BISTRO 218**

218 20<sup>th</sup> Street N, Birmingham, AL 35203

**(205) 983-7999**

Cuisine: French

<https://bistro218.com/>



**CLOSED SUNDAY'S AND MONDAYS**

**PRIVATE/QUIET DINING SPACE AVAILABLE**

### **OCEAN RESTAURANT**

1218 20<sup>th</sup> Street S, Birmingham, AL 35205

**(205) 933-0999**

Cuisine: Seafood

<http://www.oceanbirmingham.com/>

[CLOSED SUNDAY'S AND MONDAY'S](#)  
[PRIVATE/QUIET DINING SPACE AVAILABLE](#)



### **SATTERFIELD'S RESTAURANT**

3161 Cahaba Heights Road, Birmingham, AL 35243

**(205) 969-9690**

Cuisine: American, Seafood, Vegetarian friendly

<https://www.satterfieldsrestaurant.com/>

[CLOSED ON SUNDAY'S](#)  
[PRIVATE/QUIET DINING SPACE AVAILABLE](#)



### **GIANMARCO'S**

721 Broadway St, Birmingham, AL 35209

**(205) 871-9622**

Cuisine: Italian and Seafood

<https://www.gianmarcosbhm.com/>

[CLOSED ON SUNDAY'S](#)  
[NO PRIVATE/QUIET DINING SPACE AVAILABLE](#)



### **BOTTEGA RESTAURANT**

2240 Highland Avenue S, Birmingham, AL 35205

**(205) 939-1000**

Cuisine: Italian

<https://bottegarrestaurant.com/>

[CLOSED SUNDAY'S AND MONDAYS](#)  
[RESERVATIONS TO BE MADE ONE MONTH IN ADVANCE](#)  
[PRIVATE DINING ROOM/QUIET SPACE AVAILABLE UPSTAIRS](#)



### **HOT & HOT FISH CLUB**

2180 11th Court S, Birmingham, AL 35205

**(205) 933-5474**

Cuisine: Southern, French

<https://www.hotandhotfishclub.com/>

[CLOSED SUNDAY'S AND MONDAYS](#)  
[NO PRIVATE DINING ROOM/QUIET SPACE](#)



# MATERIALS TO INCLUDE IN AN INFORMATIONAL PACKET FOR CANDIDATES

## MATERIALS TO INCLUDE IN AN INFORMATIONAL PACKET

- Folder inserts providing information on “Living in Birmingham”, UAB Magazine, “Working at UAB” etc
- Information about the university, its governance and structure.
- Information about your department, its governance and structure.
- Information about the employee benefits and leave policies.
- Information about faculty development, mentoring and support programs – especially programs for women faculty and faculty who belong to minority groups if these are available on campus.
- Information about your community including:
  - (a) Cultural and community organizations, events, and resources
  - (b) Neighborhoods/maps
  - (c) Public and private schools
  - (d) Religious organizations and institutions
  - (e) Resources for childcare and eldercare
  - (f) Resource for people with disabilities
  - (g) Local attractions and restaurants
  - (h) Media outlets serving diverse communities

# HR QUESTIONS TO AVOID DURING INTERVIEW PROCESS

- ✓ Inquiries about the name that would indicate applicant's race, color, religion, sex, national origin, age or ancestry.
- ✓ Any inquiry indicating whether an applicant is married, single, divorced, engaged, has children etc.
- ✓ Requirement that applicant state age or date of birth or that applicant produce proof of age in the form of a birth certificate or baptismal record.
- ✓ The Rehabilitation Act of 1973 forbids employers from asking job applicant's general questions about whether they are handicapped or asking them about the nature or severity of their handicaps.
- ✓ Gender of applicant or any other inquiry that would indicate sex.
- ✓ Applicant's race.
- ✓ If native-born or naturalized. Whether applicant or his/her parents or spouse are naturalized or native-born U.S. citizens.
- ✓ Birthplace of applicant, applicant's parents, spouse or other relatives. Requirement that applicant submit a birth certificate or naturalization or baptismal record before employment. Any other inquiry into national origin.
- ✓ Applicant's religious denomination or affiliation, church, parish, pastor or religious holidays observed.
- ✓ Racial or religious affiliation of schools attended.
- ✓ Any inquiry into willingness or ability to work any religious holidays.
- ✓ Any inquiry about the type of military discharge.
- ✓ To request references specifically from faculty or any other person who might reflect race, color, religion, sex or national origin, age disability or marital status.

# NEED TO KNOW INFORMATION

**Coming soon**

**Traveling expenses**

**Family visits and expense (Children and spouses)**

**Baby-sitting**

**Dual Recruits**

**Moving Expenses**

**Making an offer to a Non-US-citizen**