

*COLLEGE OF
ENGINEERING*

Faculty Recruitment Guidelines

*FACULTY
RECRUITMENT
GUIDELINES*

September 2019

SEARCH COMMITTEE SCHEDULE

1. ESTABLISH WHICH POSITIONS WILL BE FILLED

- a. Before permission to recruit is given, the relevant Department Chair(s) provides the Associate Dean for Academic Affairs (ADAA):
 - i. The areas of emphasis and fit with the department's plans
 - ii. Information on where the target faculty hire will have lab, office, and grad student space. Approvals for the search will not be made without this information.
- b. The Dean and ADAA, after discussion with relevant stakeholders in the College, prioritize the faculty recruiting requests, and present the requests to the Provost.
- c. The ADAA notifies relevant the Department Chair(s) when/if a particular search is approved, provides guidance regarding the search, and charges the Department Chair(s) of the hiring unit to select a responsible search committee including the chair.

MARCH to
JUNE

2. DEPARTMENT CHAIR SUBMITS A LIST OF MEMBERS AND CHAIR OF THE SEARCH COMMITTEE TO THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS FOR APPROVAL.

JUNE to
JULY

SEARCH COMMITTEE MEMBERSHIP

Committee members are expected to participate fully in the process, including establishing committee meeting times, reviewing applications, and making decisions. Members are expected to use the TalentLink collaboration tool.

3. SEARCH COMMITTEE ASSEMBLES AND DEVELOPS RUBRICS, ADVERTISEMENT, AND SEARCH PROCEDURES

- a. The ADAA meets with the search committee to charge it, review the search procedures and HR requirements; provide guidance around key initiatives, diversity, and other issues; and answer related questions.
- b. All search committee members attend a workshop led by UD ADVANCE to learn about best practices for conducting a successful search and avoiding the negative effects of implicit bias.
- c. Search committee members collaboratively develop:
 - i. Two rubrics of qualifications and skills for the position—one to assess the initial applicant pool and a second to evaluate interviewees (semi-finalist and finalist candidates). The first rubric may be briefer since it will be applied to many more applicants. Rubrics should be developed before writing up the text of the advertisement to help ensure that all materials and topics for evaluation of candidates are clearly indicated in the ad and can be addressed by all applicants. Sample rubrics can be found here: [UD ADVANCE Rubric Sample](#), [Search Committee Recruitment Evaluation Tools](#), and [Applicant Screening Matrix](#).

JULY to
SEPTEMBER

- ii. The job ad, consistent with the rubrics.
- iii. A list of advertising venues, which may include journals, websites, listservs, etc. All jobs are posted on UD Job website for free. Faculty may also distribute the university-approved ads through their professional networks (e.g., emails, social media). Possible sites/organizations for placing ads to reach a diverse pool: NSBE, NOBCChE, SWE, SHPE, Diverse Jobs, Academic Research and Leadership Network, and affinity groups in professional societies (e.g., Minority Faculty Forum of AIChE).
- iv. A statement explaining the affirmative steps the search committee intends to take to build a diverse and highly qualified applicant pool. The committee is encouraged to use the following as they plan an active recruiting strategy:
 1. [UD ADVANCE Recruitment Guide](#)
 2. The IPEDS demographic data on doctoral completion by field. The IPEDS data will be provided by the Office of Institutional Research and Effectiveness.
 3. Their disciplinary associations and accreditors for sources of recruits.

SEARCH BUDGETS

The College has finite funds allocated to search committees to be used toward all related visit, advertisement, and travel expenses. We ask that search committees be prudent in their recruiting costs and seek efficiencies during the interview process, without negatively impacting the quality of our recruiting efforts. (For example, please identify candidates for on-campus interviews as far in advance of interviewing as possible, so that airfare costs can be managed.) COE has been approved by UD to spend approximately \$10k per search. In situations other than one search committee looking to fill one position (e.g., cluster hires), the ADAA will determine an appropriate budget. In the event that costs exceed the approved amount, departments will be expected to contribute. In the event of an interdisciplinary hire, the costs will be shared equally among the benefitting academic units.

ADVERTISEMENT/JOB POSTING

UD holds subscriptions in various publications (print/online) or journals which target diversity in higher education. Key journals or publications which departments wish to target should be taken into account when the advertising plan is created. Costs should be a consideration but not a determining factor when identifying journals, etc. Most searches will be posted “open until filled” but will have a ‘begin review for full consideration...’ date. If an excess of applicants are accumulating, the posting will remain active or it can be removed from the online UD posting (which may deter some applicants). Online postings should include the UD general boilerplate about the campus (this can be obtained from COE HR); print postings may exclude this text if cost prohibitive.

AUGUST to
OCTOBER

4. COE HR SUBMITS THE JOB CARD (official recruitment request in TalentLink) FOR UNIVERSITY-LEVEL APPROVALS

- a. The search committee sends the following to the ADAA for approval. Once approved, the ADAA will forward to COE HR.
 - i. Composition of the search committee
 - ii. Proposed hire date
 - iii. Two rubrics for the position
 - iv. Text of the job ad
 - v. List of places to advertise the job
 - vi. Description of the affirmative steps the search committee intends to take in order to build a diverse and highly qualified candidate pool.
- b. COE HR submits the job card for university-level approvals.
- c. COE HR gets quotes for the advertising and then places the ads once fully approved.

SEPTEMBER
ONWARD

5. APPLICANTS BEGIN APPLYING

- a. Applicants apply online, and application materials are automatically imported into TalentLink.
- b. Search committee members review applicants using the TalentLink tool.

TALENTLINK

Search committees are expected to use the [TalentLink tool \(link\)](#). TalentLink is a customizable, collaborative tool that allows for electronic review of applications and enables efficient selection discussions. For example, if desired, applicants can be asked to specify their general research area when submitting their applications to facilitate review. If desired, COE HR will coordinate a TalentLink overview and training to search committee members.

NOVEMBER to
JANUARY

6. SEARCH COMMITTEE DEVELOPS A SEMI-FINALIST LIST OF CANDIDATES FOR INTERVIEWS

- a. The search committee uses the previously developed rubric to evaluate applicants and generate a list of semi-finalist candidates for phone/video interviews (via zoom, skype, or similar program). Conducting phone/video interviews with semi-finalist candidates, then on-campus interviews with the shorter list of finalist candidates will save both committee time and costs by facilitating early identification of less viable candidates.
- b. The search committee then submits (via email) the proposed semi-finalist list to COE HR, including the following:
 - i. A brief justification for the selection of each person.
 - ii. The CV for each person.
 - iii. Description of efforts undertaken to generate as diverse a pool of candidates as possible.

- c. COE HR submits the semi-finalist candidate pool to TalentLink for approval by the Department Chair and the ADAA, and once approved, notifies the search committee chair. This step may take 2-3 days, depending on the schedules of the approvers.
- d. Do not contact any candidates (even for phone/video interviews) until the semi-finalist candidate pool has been approved. Search committee chairs, however, can ask applicants to submit missing application materials. No other questions or information about the search process can be provided to the candidate. If an applicant approaches a search committee member about the search, the applicant can only be told that applications are being evaluated. If you would like, you may forward such inquiries to COE HR for response.

7. SEARCH COMMITTEE CONDUCTS PHONE/VIDEO INTERVIEWS OF SEMI-FINALISTS

- a. Each candidate must be treated the same (regardless of the style of interview) at each stage of the process.
- b. Before conducting interviews, the search committee should also develop a list of questions that will be asked of every candidate. Guidelines about appropriate questions can be found on the UD ADVANCE website ([link](#)).
- c. The search committee conducts phone/video interviews and identifies a finalist list candidates (typically 3) to invite for on-campus interviews.
- d. The search committee chair submits the proposed list of finalists to COE HR. The request should include:
 - i. A brief (1-2 sentence) justification for each candidate to be invited to an on-campus interview.
 - ii. Answer to the question: What instrument/process did the committee use to evaluate applicants? The rubric developed for the evaluations should be described in answer to this question, noting if it was updated since initial development. Any other processes employed should also be described.
 - iii. Answer to the question: What affirmative steps did the committee take to create a diverse and highly qualified applicant pool? The list of websites and any future faculty databases and/or conferences should be included in this description.
 - iv. In extenuating circumstances and with written justification, approval may be given by the ADAA for on-campus interviews for more than 3 candidates.
- e. COE HR will submit the finalists' names in TalentLink for approval by the Department Chair, ADAA, and Vice Provost for Faculty Affairs.
- f. Once approval is given, the COE HR notifies the search committee chair to extend invitations for on-campus interviews.

DECEMBER to
MARCH

Vice Provost APPROVALS

Approvals from the Vice Provost are necessary prior to the finalists' interviews and offer process. COE HR will be available to submit approval requests and answer questions throughout and will advocate for the College as needed. Please assume 2-3 days for each approval action as, many times, multiple approvals are needed.

DECEMBER to
MARCH

8. SEARCH COMMITTEE CONDUCTS ON-CAMPUS INTERVIEWS OF FINALISTS

- a. The search committee chair, in consultation with the department chair and search committee, develops a general schedule for each of the interviews for the advertised position. The standard schedule generally requires 2 days and includes meetings with faculty and students, seminar, roundtables, and meals.
 - i. For a TT faculty position, this schedule typically includes a research seminar presentation on past scholarship as well as a round-table discussion of the candidate's proposed research and teaching plans.
 - ii. For a teaching-focused CT faculty position, this schedule typically includes a research-type seminar presentation of past scholarship (or a curriculum planning discussion if more appropriate), as well as a closed-door mock teaching session in which the candidate delivers course 'lectures' to a group of faculty who role-play as students (and perhaps also to a select group of students). The committee could determine a specific topic for the candidate to teach, allow the candidate to pick a topic related to the curriculum, or both.
- b. The search committee chair also compiles a list of all people with whom each candidate should meet. This list should be developed in consultation with the Department Chair and search committee, and should include:
 - i. All relevant department faculty
 - ii. All relevant faculty outside of the home department that may be of special interest for a given search
 - iii. One of the Associate Deans
 - iv. Any student meetings and/or meetings with relevant department staff (if appropriate). For example, CT candidates could meet with the ABET/Undergraduate Committee.
 - v. Any core facilities directors with instrumentation that would be of particular interest for a given candidate (if time permits).
- c. The search committee chair provides the overall schedule and the list of faculty, student, and staff for meetings to the department staff and chair.
- d. Department staff begin working with the candidate(s) to arrange travel, lodging and shuttle service, as well as the on-campus interview schedule. Department staff can/should contact COE HR with questions.
- e. Department staff works with COE HR to arrange a welcome basket for the hotel on the evening of arrival (see below).

- f. Candidates visit campus for full interviews with relevant Department and College faculty and staff.
- g. The search committee should get an initial assessment of space and startup needs from the candidates during the interview process.
- h. A candidate CANNOT be asked if they require assistance for a dual career situation. The search committee chair (and/or Department Chair) should thus simply mention UD's family-friendly policies and dual-career assistance to EVERY finalist candidate. (See blue box below.)
- i. The search committee chair should ask for feedback from everyone who met with the candidate during the on-campus visit. This could be in the form of an email or survey asking for specific feedback on research fit, quality of research ideas and path to independent funding, quality of the candidate in the classroom, if collaborations with the candidate would be likely, etc. Examples of survey questions can be provided by COE HR upon request.
- j. Finalists may be invited for a second visit as the offer is being developed. The COE Facilities Manager and Department Laboratory Manager should be involved in any second visits so that space and renovation needs can be properly assessed. The COE Facilities Manager will provide a form detailing questions about a candidate's equipment, space, and infrastructure needs that each chair should pose to the candidates during development of the offer.
- k. The College will fund two visits for the final candidate, as long as costs for the search remain within the allotted college-provided budget. Any additional visits will be funded by the Department.

ROLES OF DEPARTMENT PERSONNEL IN INTERVIEW SCHEDULING
Involved administrative personnel from the departments will be trained in TalentLink so they can support the committee, including any customizations, e.g., research areas, applicant questions, application related document repository.

Department staff will support the search committee by coordinating the onsite itinerary and logistics of the visit, as well as by monitoring the search budget.

Department and COE HR will provide/collect materials for welcome baskets. Department personnel will create the baskets and ensure candidates receive them upon arrival. Baskets should include information about the department, HR information from COE and UD, and the dual-career and family-friendly policy brochures developed by UD ADVANCE.

REFERENCE LETTERS
Reference letters can be requested at any time. However, they are required for candidates selected for on-campus interviews before those interviews are scheduled. A list of candidates that require letters should be sent to COE HR. COE HR will request letters from the referees and electronic copies will be directly submitted by the referees into TalentLink.

QUESTIONS and DISCUSSIONS WITH CANDIDATES

For a list of questions that can and cannot be asked of candidates, please see the [UD ADVANCE website \(link\)](#).

WORK AUTHORIZATION

Search committee chair should notify COE HR of any work authorization requirements when the final candidate is identified.

FAMILY-FRIENDLY AND DUAL-CAREER RESOURCES for CANDIDATES

The brochures describing UD's [family friendly policies \(link\)](#) and [dual career assistance \(link\)](#) should be included in the welcome basket for EVERY candidate. The following general process can be used to assist in dual-career situations: Any candidate may complete the [dual-career assistance intake form \(link\)](#). This form will NOT go to the search committee. It will go to HR staff (for a partner who may wish to seek a non-faculty position) or to the Vice Provost for Faculty Affairs (if the partner is seeking a UD faculty position). HR and the Provost's office will work with relevant UD units to try to find a suitable position for the accompanying partner. The completion of the form will NOT affect the search process. The form will be kept confidential unless the candidate requests otherwise.

9. OFFERS TO TOP CANDIDATE(S) ARE DEVELOPED

- a. Once the interviews are complete, the committee works (with input from the respective academic department faculty) to rank the final candidates, according to departmental bylaws.
- b. When a candidate has been selected by the committee for recommendation for hire, the following steps are required:
 - i. For each semi-finalist candidate interviewed, the search committee chair provides to COE HR a rationale/justification about whether the person would be suitable for the job. All candidate justifications should state whether they would or would not be acceptable in the position. More than one candidate may be suitable for the position, in which case the suitable candidates should be rank ordered. If the top candidate declines, then the next suitable candidate could be approached with an offer.
 - ii. The Department Chair sends an email to the Dean, with a copy to the ADAA and the Chief Financial and Administrative Officer (CFAO), including:
 1. Rationale for hiring the top candidate
 2. CV of the top candidate
 3. Original job ad
 4. Explanation of preliminary details of the recommended offer including a suggestion of lab and office space location and startup package
- c. The Department Chair:
 - i. Manages the conversations with the candidate (the ADAA and CFAO must be notified when these conversations begin)
 - ii. Suggests where lab and office space should be located

FEBRUARY to
APRIL

- d. No formal offer can be issued to a candidate before the Provost and UD Recruitment have approved the Offer Status form. Any discussions with candidates prior to that approval must emphasize that the discussions do not constitute an official offer and that a final offer is conditional upon the Provost's approval.
- e. Before an offer is made, the details about assigning candidate's office, lab, and student space must be solidified. These details may differ slightly than the original space-related details provided at the start of the search process, depending on the needs of the candidate.
- f. The COE Facilities Manager must be consulted about details of the space requirements (e.g., what renovations are required, necessity for moving people/equipment/office furniture, potential space requests for other depts.)
- g. Upon consultation with the ADAA and Department Chair, the CFAO develops a spreadsheet for the start-up offer and works with COE HR to provide a DRAFT offer to be used during negotiations with the candidate. Version control is managed through the sharing of only PDF documents.
- h. Startup packages are finalized for approval by the Dean after discussions held by the Department Chair, ADAA, and the CFAO.
 - i. It is expected that the details of startup for research needs will vary significantly from candidate to candidate.
 - ii. The College will support standard startup costs for candidates as follows:
 1. Faculty salary, 6 Graduate student years (stipends and tuition), equipment/discretionary funds (as agreed upon by the Dean, Department Chair and CFAO), relocation, 2 months summer salary per year for each of 2 years, and renovation funds deemed appropriate (see below).
 2. Departments can provide, at their discretion and from any reserve funds, additional startup enhancements.
 3. Renovation costs must be roughly estimated upon consultation with the COE Facilities Manager and CFAO and sources of funding of these expenses must be determined during the offer process.
- i. Iterations occur between the candidate, Department Chair, and Dean's Office for development of final offer letter.
- j. Once the draft offer is deemed final by the college and department, (after conversations with the candidate), the offer letter is submitted via the Offer Card for UD approval. While the form is routing, the final offer letter, CV, and original job ad are submitted by COE HR via email to the Vice Provost for review prior to final approval of the offer card.
- k. Once the offer/letter is approved by the Provost's Office, the Department Chair may extend the offer electronically to the candidate. The candidate can submit acceptance electronically.

FEBRUARY to
APRIL

JOINT HIRES: Any offer of joint appointment with formalized split workload must be documented in an MOU drafted by COE HR and reviewed by the ADAA and should accompany the offer letter.

OFFERS WITH TENURE: Offers of tenure must be approved by the Department and College faculty P&T committees after evaluation of external recommendation letters that must be collected. Dean, Provost, and President approvals must be secured prior to offer being conveyed to candidate.

MARCH
ONWARD

10. REJECTION NOTICES ARE SENT (AFTER THE SEARCH CLOSES)

- a. Once the top candidate accepts the offer and clears the criminal background check, the search is officially closed. COE HR sends a template rejection notice to the search committee chair for customization, if desired.
- b. COE HR also coordinates with the search committee chair if there are any candidates to whom the template rejection notice should NOT be sent (e.g., if the candidate already withdrew/declined or the search committee chair already corresponded with some specific applicants).
- c. In some cases, the search committee chair will wish to send personal notes to candidates who were interviewed to inform them that they were not selected for the position.
 - i. For example, all finalists interviewed on campus should receive a personal notice directly from the search committee chair.
 - ii. This would best be done once the top candidate accepts the offer and clears the criminal background check. Rejection letters can be sent before then ONLY if it is absolutely clear that a candidate would never be considered for the position.
- d. COE HR inserts the customized notice into TalentLink and distributes to all applicants who were not offered the position.

SEARCH CONTACTS:

- COE HR Manager: Chrissy Shinn cshinn@udel.edu
- COE HR Generalist: Rebecca Gregan rsantoro@udel.edu
- Associate Dean for Academic Affairs (ADAA): Rachel Davidson rdavidso@udel.edu
- Assistant to the ADAA: Wendy Jordan wjordan@udel.edu
- Chief Financial & Admin Officer: Michael Matthews mikemat@udel.edu
- Assistant to the Dean: Crystal Maccari maccari@udel.edu
- COE Facilities Manager: Maria Taylor mtaylor@udel.edu
- Search Chair: Named individual responsible for the search process as it relates to the selection and interview of candidates.
- UD Central HR: Recruitment staff who process the job/offer cards, provide quotes for ads and oversight of the search committee procedures.

NOTE: Candidates who demonstrate a potential “hire of opportunity” may be presented to the Dean for consideration. (This would be in addition to the previously budgeted/approved hires.) These situations are rare and must have a compelling business reason for consideration.