

Internal and External Searches for Department Chairs University of Delaware College of Engineering

This procedure outlines the steps for appointing new Department Chairs in the University of Delaware College of Engineering (COE). Section 2.2 of the Faculty Handbook states that Department Chairs shall be appointed by the President of the University, upon the recommendation of the Dean and the Provost. Procedures for reappointment of current Department Chairs can be found in the University of Delaware Policy Guide (<http://www1.udel.edu/provost/chr-ad/review.html>). The COE Faculty Search Guidelines document (available from the ADAA and/or COE HR) offers additional useful information.

Procedure

1. In consultation with the Provost, Associate Deans, the current Department Chair and select faculty, the Dean determines if an internal or external search for Department Chair should be conducted.
2. The Dean, in consultation with the Associate Deans, typically selects a sitting chair or former chair from another department to serve as the Search Committee Chair and invites a senior faculty member from a second department to serve as an outside member of the search committee. In certain instances, a senior faculty member from another department may be invited to chair the search.
3. The Dean solicits nominations from the Department Chair, Department, and Dean's Office leadership for department faculty to serve on the search committee. Depending on the size and complexity of the department, normally 3-5 department members will be included, with a goal of ensuring diversity in as many dimensions (racial, gender, rank, disciplinary subfield, etc.) as possible. While staff and students are not generally included as members of the search committee itself, the College requires that the search committee provides meaningful and substantive opportunities for students and staff to evaluate the candidates and to provide formal feedback to the search committee.
4. The Dean approves the search committee members and chair, and secures final approval from UD Human Resources (UD HR), which ensures that all search committees have a diverse membership.
5. The Dean or her/his designee meets with the search committee to charge it, discuss process issues, address questions, and emphasize that the committee is expected to actively develop an excellent and diverse applicant pool. All members of the search committee must attend this meeting, and must have completed the ADVANCE recruiting workshop within two years of the start of the current search.
6. The Search Committee drafts the required materials. Samples of recent chair search advertisements and rubrics can be provided by COE HR.
 - a. For an external search, required materials include: (i) an advertisement, (ii) a rubric for evaluation of candidates, (iii) a list of proposed sites for advertising, and (iv) a description of the affirmative steps that will be taken to achieve a diverse and highly qualified candidate pool.
 - b. For an internal search, required materials include: (i) an advertisement, and (ii) a rubric for evaluation of candidates. The ad is posted only to the *UD Employees only* website and no statement on broadening the pool is required.
7. The Search Committee Chair submits the required materials listed in Step 6 to the ADAA with a copy to COE HR. COE HR then initiates the Job Card in Talent Link. The Job Card must be approved by the Search Chair, Dean, and Provost. The Job Card is then routed to UD HR, which coordinates the posting of the advertisement on UD Jobs and all outside venues (in the case of an external search). The close date is the committee's decision, made in consultation with the ADAA, and normally occurs 3-4 weeks (internal search) or 6-8 weeks (external search) after publication of the ad.
8. Using the Talent Link online system at UD, applicants submit a letter of application, which should detail how the applicant's experience addresses key criteria for the position (developed in the rubric),

leadership philosophy, a current curriculum vitae, and contact information for at least three references. Questions regarding this position (but not applications) may be directed to the Search Committee Chair. Additional application materials may be requested by the committee at a later point. All application materials will be shared with the faculty in the department.

9. For an external search, after the deadline passes and following review of the application materials, the search committee may decide to select a list of semi-finalists with whom they conduct video interviews (by zoom, skype, or similar program). In that case, the Search Chair sends (a) a brief justification for the selection of each semi-finalist, (b) the CV for each semi-finalist, and (c) a description of the efforts made to obtain a diverse applicant pool to COE HR, who then submits the semi-finalist list in TalentLink for approval by the ADAA. Approval must be obtained before the video interviews are conducted.
10. With or without the intermediate step of semi-finalist video interviews, the search committee then determines the list of 3 or 4 recommended finalists who will be interviewed in person on campus. The committee submits the finalist list to the ADAA and Dean for approval, with the same 3 items listed in Step 9. COE HR then processes the Applicant Pool form in Talent Link to be approved by UD HR.
11. If the search is external, finalists' travel arrangements are coordinated by the department administrative staff and funded by the Dean's Office, in consultation with the Search Committee Chair. Whether a search is internal or external, the details of the on-campus interviews (e.g., interview itineraries, organization of meetings, coordination of escorts) are handled by the department-level administrative staff in coordination with the Search Committee Chair.
12. The elements of a typical interview for the position of Department Chair include:
 - a. In an external search, each finalist gives two presentations: (i) a one-hour department-level seminar and (ii) a presentation to the department (ca. 45 minutes) that outlines their interest in serving as department chair, qualifications for leadership, and vision for the department. In an internal search, the department may elect to have the finalists give only the second presentation.
 - b. Each finalist should also meet with (i) the search committee as a group, (ii) a group of representative graduate students and a group of representative undergraduate students from the department, (iii) the staff of the department, and (iv) individual faculty from the department and/or groups of faculty from the department according to rank.
 - c. The Search Committee Chair works with the ADAA to arrange: (i) a joint meeting for each finalist (internal or external) with the Dean (45 min recommended), and (ii) a subsequent joint meeting for each finalist with the Dean and Provost (30 min recommended). Additional meetings with COE Associate Deans may be scheduled as desired, at the request of the Dean.
13. After the interviews conclude and the search committee holds its deliberations, the search committee presents its recommendations regarding the finalists to the department faculty. There will be one faculty vote conducted on each finalist on whether or not the person is acceptable to the department to serve in the role of Department Chair. The search committee then presents both the search committee's recommendations and the faculty vote to the ADAA and Dean. The committee should provide a slate of acceptable candidates as determined by the search committee and/or the faculty members of the department (providing a summary of perceived strengths and weaknesses for each). The search committee's work is completed when it presents its recommendations and the faculty vote outcome to the ADAA and Dean. It is the Dean's responsibility (in consultation with the Provost and President) to choose the candidate that will be offered the position. Appointments made with tenure (for external candidates) require collection of external letters and vote by the COE P&T Committee. All further aspects of the selection process (including negotiation of terms of the appointment, startup costs for external candidates, and the submission of the Offer Card in Talent Link) are conducted between the Dean (and Dean's office) and the selected candidate for Department Chair.