

# *COLLEGE OF ENGINEERING*

Faculty Recruitment Guidelines

*FACULTY  
RECRUITMENT  
GUIDELINES*

February 2024

## GENERAL FACULTY SEARCH TOPICS

### Search budgets

COE has been approved by UD to spend approximately \$10k per search (including all visit, advertisement, travel, visit, and other expenses). In the event that costs exceed the approved amount, departments will be expected to contribute. In case of an interdisciplinary hire, costs will be shared among the benefitting academic units. In situations other than one search committee looking to fill one position (e.g., cluster hires), the ADAA will determine an appropriate budget. Department staff should monitor the search budget.

### Talent Link

Search committees are expected to use [Talent Link](#), 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 requested, the COE HR Director will coordinate a Talent Link overview and training to search committee members. Department administrative staff will be trained in Talent Link so they can support the search committee, including any customizations, e.g., research areas, applicant questions, application related document repository.

### Reference letters

Reference letters can be requested at any time, but they are required for finalists before their on-campus interviews are scheduled. A list of candidates that require letters should be sent to the COE HR Director, who will request letters from the referees. Electronic copies will be directly submitted by the referees into Talent Link. For candidates who may want to go up for expedited tenure review process, the reference letters should specifically indicate whether the referee recommends the candidate for tenure (in addition to their recommendation for being hired).

### Expedited tenure review

In cases where an expedited tenure review is required, please see the [COE Expedited Tenure Procedures](#). Note that only someone who has earned tenure at a previous institution is eligible for the expedited tenure review process.

### Hire of opportunity

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

## SEARCH CONTACTS

- COE HR Director: Sue Laliberte [suelalib@udel.edu](mailto:suelalib@udel.edu)
- Associate Dean for Academic Affairs (ADAA): Rachel Davidson [rdavidso@udel.edu](mailto:rdavidso@udel.edu)
- Assistant to the ADAA: Wendy Jordan [wjordan@udel.edu](mailto:wjordan@udel.edu)
- Chief Financial & Administrative Officer (CFAO): Joseph Ryan [josephp@udel.edu](mailto:josephp@udel.edu)
- COE Senior Financial Analyst (SFA): Lisa Hendriksen [lhenrik@udel.edu](mailto:lhenrik@udel.edu)
- COE Facilities Director: Mike Dixon [msdixon@udel.edu](mailto:msdixon@udel.edu)

## Approvals

Approvals are required at different steps in the process. Plan accordingly. Following procedures carefully and including all requested materials for each approval makes them go more quickly.

Item requiring approval	Step in process	Who needs to approve
Which searches can be conducted (including dept, track, rank, topic area, salary)	1	Provost
Search committee composition	2	ADAA
Job card (including rubrics, ad, affirmative steps, places to advertise)	4	Talent Link team Department Chair CFAO ADAA Dean Provost's Office Central HR
Semi-finalist list	7	Department Chair ADAA
Finalist list	9	ADAA Vice Provost for Faculty Affairs
Initial offer letter (to start negotiation)	10	CFAO ADAA
Final formal offer letter	10	Department Chair CFAO Dean Assoc VP, Academic Budget Vice Provost for Faculty Affairs Provost

## Additional resources

The [COE Faculty and Staff Resources](#) webpage includes the following resources to help with faculty searches including:

- [Faculty Recruitment Guidelines](#) (this document)
- [Joint Faculty Search Guidelines](#)
- [Internal and External Searches for Department Chairs](#)
- [COE Faculty search rubric examples](#)
- [Faculty Search Statement of Affirmative Steps Examples](#)
- [Revised Recommendations of Ad Hoc Committee on CT Searches](#)
- [COE Faculty Hiring Facilities Needs Form](#)

## FACULTY SEARCH PROCEDURES

### 1. DETERMINE WHICH SEARCHES WILL BE CONDUCTED

- a. For each faculty position requested, Department Chairs provide the Associate Dean for Academic Affairs (ADAA) the requested information, which will likely include (i) Areas of emphasis and fit with the department's plans, and (ii) proposed locations for lab, office, and grad student space.
- b. The Dean and ADAA, after discussion with other College leadership, prioritize the faculty recruiting requests, and submit the requests to the Provost. (The COE HR Director will provide a position number for each requested position. If a faculty member is retiring, that faculty member's position number can be used. If a new faculty position is being requested, the COE HR Director should check in position web views to see if there are currently any available vacant faculty positions in the corresponding department. If so, that position number can be used (and updated as needed). If there are no available faculty position numbers, the COE HR Director requests one via the HR Position web form.)
- c. The Provost shares decisions on which searches are approved/not approved in an approval spreadsheet, which the Dean then shares with the ADAA, Chief Financial and Administrative Officer (CFAO), COE Senior Financial Analyst (SFA), and COE HR Director.
- d. The ADAA tells the Department Chairs which searches are approved and charges the Department Chairs of the hiring units to select search committees, including search chair.

### 2. FORM SEARCH COMMITTEES

- a. The Department Chair submits the name of the Search Committee Chair and a list of Search Committee members to the ADAA for approval.
- b. Search committee members are expected to participate fully in the process, including establishing committee meeting times, reviewing applications, and making decisions.
- c. 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.
- d. UD policy requires that all search committee members attend a [Faculty Recruitment Workshop](#) led by UD ADVANCE at least once every three years to learn about best practices for conducting a successful search and avoiding the negative effects of implicit bias. Any search committee members who need to, will attend a workshop.

### 3. DEVELOP RUBRICS, ADVERTISEMENT, AND SEARCH PROCEDURES

Search committee members collaboratively develop:

- a. **Rubric(s)** of qualifications and skills for the position. Typically, one is developed 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: [COE Faculty Search Rubric Examples](#), [UD ADVANCE Evaluation Tools](#), [Reference Check Form](#) and [Application Screening Matrix](#). It is helpful for the search committee to also decide exactly how they will evaluate the applicants, and include that description with the rubrics. For example, will every committee member read every application, or will they divide the applications up and if so, how?

- b. The **job ad**, consistent with the rubrics. Online ads should include the UD general boilerplate about the campus, which can be obtained from the COE HR Director. To keep costs down, the committee may develop a short version of the ad that excludes the boilerplate. Most searches will be posted “open until filled” but will have a ‘begin review for full consideration...’ date.
- c. A list of **advertising venues**, which may include journals, websites, listservs, etc. All jobs are posted on the [UD careers page](#) 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, NOBCCChE, SWE, SHPE, Diverse Jobs, Academic Research and Leadership Network, and affinity groups in professional societies (e.g., Minority Faculty Forum of AICChE).
- d. A statement explaining the **affirmative steps** the search committee intends to take to build a diverse and highly qualified applicant pool. See [COE Faculty search statement of affirmative steps examples](#). The committee is encouraged to use the following as they plan an active recruiting strategy:
  - i. Send personal requests to networks to solicit applications
  - ii. [UD ADVANCE Recruitment Guide](#)
  - iii. IPEDS demographic data on doctoral completion by university and field, which can help identify universities with many graduates, including from underrepresented groups, available at [IPEDS - National Center for Education Statistics](#).
  - iv. Professional society networks for sources of recruits.

#### 4. GET JOB CARD APPROVED (official recruitment request in Talent Link)

- a. The search committee sends the following, developed in Step 3, to the ADAA for approval. Once approved, the ADAA forwards to the COE HR Director.
  - i. Rubric(s) for the position
  - ii. Job ad
  - iii. List of places to advertise the job
  - iv. Description of the affirmative steps the search committee intends to take in order to build a diverse and highly qualified candidate pool.
- b. The COE HR Director submits the job card in Talent Link.
- c. The following must approve the job card in turn: Talent Link team, Department Chair, CFAO, ADAA, Dean, Provost’s Office, and Central HR.
- d. Once the Job Card is approved, the search receives a six-digit **Job Card number** (also known as Requisition ID). To expedite the process, all future communications should refer to that number.
- e. The COE HR Director notifies the Search Committee Chair when approvals are complete and provides them the Job Card number.

## 5. POST AD

- a. The COE HR Director gets price quotes for the requested external advertising from Central HR and forwards the quotes to the search committee chair for approval.
- b. Search committee chair approves ad locations.
- c. The COE HR Director notifies Central HR to place the ads.
- d. Search committee members may share the job ad with their networks once it appears on the [UD careers page](#).

## 6. APPLICANTS APPLY

- a. Applicants apply online and application materials are automatically imported into Talent Link.
- b. If a large number of applicants is accumulating, the search committee may request that the ad be removed from the online UD posting (which may deter some applicants).

## 7. DEVELOP LIST OF SEMI-FINALISTS

- a. The search committee uses the rubric developed in Step 3a to evaluate applicants and generate a list of semi-finalist candidates for phone/video interviews (via zoom, skype, or similar program).
- b. The search committee then sends the following to the COE HR Director
  - i. A brief justification for the selection of each person.
  - ii. Description of efforts undertaken to generate as diverse a pool of candidates as possible (updated as necessary from the plan provided in Step 3d).
- c. The COE HR Director submits the semi-finalist list in Talent Link for approval by the Department Chair and the ADAA, and once approved, notifies the search committee chair.
- d. Search committees should not contact any candidates (even for phone/video interviews) until the semi-finalist list 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. Candidate inquiries may be forwarded to the COE HR Director for response.

## 8. CONDUCT 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](#).
- c. The search committee conducts phone/video interviews and uses the rubric developed in Step 3a to identify a list of finalists (typically 3) to invite for on-campus interviews.

## 9. DEVELOP LIST OF FINALISTS

- a. The search committee chair submits the proposed list of finalists to the COE HR Director including:
  - i. A brief (1-2 sentence) justification for each proposed finalist.
  - 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. Answer to the question: Have you received positive Letters of Recommendation?
  - v. In extenuating circumstances and with written justification, approval may be given by the ADAA for on-campus interviews for more than 3 candidates.
- b. The COE HR Director submits the finalists' names in Talent Link for approval by the ADAA and Vice Provost for Faculty Affairs.
- c. Once approval is given, the COE HR Director notifies the search committee chair to extend invitations for on-campus interviews.

## 10. CONDUCT ON-CAMPUS INTERVIEWS OF FINALISTS

### Planning visits

- a. Reference letters should be received for each finalist before their on-campus interviews are scheduled. (See Search Topics, p1)
- b. Department staff support the search committee by:
  - i. Coordinating visit logistics, including travel, lodging, and shuttle service
  - ii. Coordinating the onsite itinerary
  - iii. Working with the COE HR Director to create a welcome basket and ensure candidates receive them upon arrival. Welcome baskets will be left at the hotel front desk on the evening of arrival for out-of-town guests. Baskets should include information about the department, HR information from COE and UD, and the [dual career assistance](#) and [family friendly policy brochures](#) developed by UD ADVANCE.
- c. The search committee chair, in consultation with the Department Chair and search committee, develops a schedule for each on-campus interview. The standard schedule lasts 1-2 days and typically includes the following:
  - i. Candidate presentations
    1. For a TT faculty position, the candidate typically gives a research seminar on past scholarship as well as a round-table discussion of the candidate's proposed research and teaching plans.
    2. For a teaching-focused CT faculty position, the candidate typically gives 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.
- ii. Meetings with faculty and students, possibly including:
    1. Relevant department faculty
    2. Relevant faculty outside of the home department that may be of special interest for a given search.
    3. One of the Associate Deans, who can provide a college-level point-of-view and answer questions the candidate may not want the search committee to know (e.g., dual career, family leave). The Search Chair can decide which AD to include.
    4. Students
    5. Relevant department staff (if appropriate). For example, CT candidates could meet with the ABET/Undergraduate Committee.
    6. Any core facilities directors with instrumentation that would be of particular interest for a given candidate.
  - d. The search committee chair provides the schedule to the department chair and staff.

#### **During the visits**

- e. The search committee should get an initial assessment of space and startup needs from the candidates during the interview process.
- f. 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. Any candidate may complete the [dual-career assistance intake form](#). This completed 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.
- g. For a list of questions that can and cannot be asked of candidates, see the [UD ADVANCE website](#).

#### **After the visits**

- h. 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 the criteria in the rubrics.
- i. Finalists may be invited for a second visit as the offer is being developed. The COE Facilities Director and Department Laboratory Manager should be involved in any second visits so that space and renovation needs can be properly assessed. The Department Chairs should try to complete the [COE Faculty Hiring Facilities Needs Form](#) to collect the candidate's facilities needs.
- j. 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.

## 11. DEVELOP OFFER(S) FOR THE TOP CANDIDATE(S)

### Decision and notification

- a. Once the on-campus interviews are complete, with input from the department faculty and according to departmental bylaws, the search committee ranks the final candidates.
- b. The Department Chair sends an email to the Dean, with a copy to the COE HR Director, ADAA, CFAO, and Senior Financial Analyst, including:
  - i. For each finalist candidate interviewed, 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.
  - i. CV of the top candidate
  - ii. Original job ad
  - iii. For inclusion in the initial offer for the top candidate:
    - Proposed equipment/discretionary funds to include in startup package.
    - The completed [COE Faculty Hiring Facilities Needs Form](#) containing proposed lab, office, and student space locations, developed in consultation with COE Facilities Director. These plans may differ from the original space-related details provided at the start of the search process, depending on the candidate's needs. This can be refined during negotiations, and should include estimated number of support staff, researchers, post docs and grad students, as applicable, who will also need to be considered as part of the net total space requirements.
    - Estimate of renovation costs and sources of funding to cover them, developed in consultation with the COE Facilities Director and CFAO. This can be refined during negotiations.
  - iv. Indication of whether the department intends to provide additional startup enhancements from any reserve funds or other department sources.
  - v. Indication of whether the top candidate seeks a joint appointment with nonzero workload.
  - vi. Indication of whether the top candidate wants to go through expedited tenure review (see Expedited tenure review p.1). (The Department Chair should notify the Department P&T committee about this as well.)
  - vii. Notification of any work authorization requirements for the top candidate
- c. The ADAA and CFAO send reply emails to indicate their approval to proceed with the initial offer. If they recommend any changes to the proposed offer components in Step 11b, those will be included before the initial offer is developed.

### Initial offer

- d. The COE HR Director creates the initial offer letter draft. Version control is managed by sharing only PDF documents.
- e. The Senior Financial Analyst drafts the initial start-up package to include in the initial offer letter draft.
  - i. Details of startup for research needs will vary significantly across candidates.
  - ii. The College will support standard salary and startup costs for candidates as follows:

1. Faculty salary
  2. Six graduate student years (stipends and tuition)
  3. Equipment/discretionary funds (as agreed upon by the Dean, Department Chair and CFAO)
  4. Relocation expenses (College pays \$5,000; any additional is covered by department funding)
  5. Two months summer salary per year for each of two years
  6. Renovation funds deemed appropriate
- f. Any offer of joint appointment with formalized split (nonzero) workload must be documented in an MOU drafted by the Department Chair using the [Joint Appointment MOU template](#). It should be reviewed by the ADAA and should accompany the offer letter through the process.

### **Negotiations**

- g. The Department Chair manages the conversations with the candidate and proposes edits to the initial offer as needed.
- h. No formal offer can be issued to a candidate before the Provost has approved the Offer Status form in Talent Link. 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.

### **Final formal offer**

- i. Once the offer is deemed final by the Dean and Department Chair (after conversations with the candidate), the offer letter is submitted by the COE HR Director via the Offer Card for approval by the following in turn: Department Chair, CFAO, Dean, Provost Office (budget), Provost Office (Faculty Affairs) and Provost.
- j. To expedite the approval process, while the form is routing in Talent Link, the final offer letter, CV, and original job ad are submitted by the COE HR Director via email to the Vice Provost for Faculty Affairs 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 it electronically to the candidate. The candidate can submit acceptance electronically.

## **12. CLOSE THE SEARCH**

- a. Once the top candidate accepts the offer and clears the criminal background check, the search is officially closed.
- b. Rejection notices are sent to candidates
- i. The COE HR Director asks search committee chair:
    1. If there are any candidates to whom the template rejection notice should NOT be sent (e.g., if the candidate already withdrew/declined or if the search committee wishes to send personal notes). Search committee chairs are encouraged to send personal notes to the finalists who interviewed on campus.
    2. For any customization desired for a template rejection notice
      - iii. The search committee chair sends personal notes to select candidates.
      - iv. The COE HR Director inserts the customized notice into Talent Link and distributes to all other applicants who were not offered the position.