

CAS Faculty Recruitment and Hiring Procedures

I. Faculty Recruitment and Hiring Process:

Once approval to search has been released by the Dean's Office, department chairs should follow the procedure outlined below to prepare for the launch and completion of their faculty search/es.

A. Preparing for your Search:

1. Prior to submitting the recruitment forms, the department chair will work with their associate dean to establish the search committee. Search committee membership should be approved in writing by the associate dean before the search can progress. In constituting a search committee, the department chair should create a committee that is as diverse as possible and is encouraged to include one member external to the department. In addition, members of the search committee and the department chair must commit in advance to undertake UD ADVANCE training. Department and Search Committee Chairs will need to complete the training each year. Search committee members are required to participate every other year.
2. Each search will officially begin with a charging meeting that includes the associate dean, department chair, and the search committee. It is highly recommended that the department's business administrator attends the charging meeting to review administrative support and assist the committee with procedural questions. The goals of this meeting are to:
 - a. Clarify and finalize points for the position description and discuss options for external advertisement. Note: chairs must work with their associate dean to secure approval for the final position advertisement.
 - i. All positions posted to the UD Careers website will automatically post to the following external sites, with expenses covered by HR Talent Solutions:
 1. HigherEdJobs
 2. Chronicle of Higher Education
 3. Diverse Issues in Higher Education
 4. Inside Higher Ed
 5. Indeed
 6. Women for Hire
 7. EmployDIVERSITY
 8. Job Opportunities for Disabled American Veterans
 9. Delaware Job Link
 10. disABLED Person
 11. MilitaryVetJobs.com
 12. Black Perspective
 13. Hispanic Today
 14. Veterans Enterprise
 15. Women in Business
 16. US Military Pipeline
 17. Hire Heroes USA
 18. Rally Point
 19. tabABILITY

20. Disability Solutions

21. LinkedIn* - limited postings available

- b. Discuss affirmative steps the committee can take to recruit a highly qualified and diverse applicant pool.
 - i. Discuss required rating sheets/rubrics for evaluating candidates. The rubrics should be used as a tool to frame discussion as the search committee reviews applicants from the general pool to the semifinalist stage and from semifinalist to finalist. It is optional if the committee wants to engage in a third rubric from finalist to selected candidate.
 - ii. Sample rating sheets can be found [here](#).
 - c. Develop a search timeline. It is encouraged to use soft deadlines within the job ad, for example, “review of applications will begin on xx/xx/xxxx” as opposed to a hard deadline for a receipt of applications.
 - d. Discuss the overall process and administrative support.
 - e. Establish a search budget. The search budget is to fund advertising, meals, transportation for visits and other search-related expenses.
 - i. \$5,000 permanent T/TT and CT searches—funded by CAS Dean’s Office.
 - ii. \$2,500 for temporary faculty—funded by CAS Dean’s Office.
 - f. Clarify rank, track, and the expedited tenure process (if applicable).
 - g. Explain that all applicants selected for campus interviews and brought to campus for interviews must meet with the associate dean. Departments should coordinate with the Dean’s Office early in the process of scheduling campus visits. To request an appointment with the associate dean, email Kimberly Reimer at reimerk@udel.edu.
3. The department chair and associate dean will have a separate conversation to confirm salary and startup expectations. The associate dean will provide blank templates for the job description.

B. Launching the Search:

After the search committee has been formally charged by the associate dean, the search committee should develop the following documents. These should be submitted in Word documents (not as pdf):

1. Launching the Job Card [Checklist](#)
2. Job advertisement/position description, including a proposed hire date.
3. Rubric to assess the initial applicant pool
4. Rubric to assess semifinalist to finalist. It is optional for the search committee to submit a third rubric to select the finalists.
5. Search timeline
6. Summary of affirmative action steps the committee intends to take in order to build a diverse and highly qualified candidate pool. Include a proposed list of sites for advertising the position externally.

Once the above documents are fully completed, the search committee chair sends them to the department chair who reviews and then forwards all the documents to the associate dean for approval. The associate dean will forward approved documents to the Faculty Administration team (cas-facultyadmin@udel.edu).

Once the Faculty Administration team receives the above necessary information, it is loaded into the Job Card and submitted/routed within the Talent Link system for approval. The job card is routed through approvals in this order: HR Position Review, Department Chair, CAS Chief Operations Officer (Alison Yerger), associate dean, dean, provost office, and HR Talent Acquisition. Routing the Job Card can take a few days to complete depending on the availability of those within the approval chain.

Once the Job Card is fully approved, the position is automatically posted on the UD Careers website and other external sites, and each search committee member will be notified. The department's business administrator will have access to Talent Link to view once fully approved and at each stage of the process that follows.

C. Letters of Recommendation:

Letters of recommendation can be requested from all candidates (option 1) or from only those candidates whom the search committee selects for interviews (option 2).

Option 1. Requesting from ALL candidates:

- This must be decided *prior* to launching the search.
- The Talent Link system will automatically solicit the request.
- Recommenders will have 14 days to submit their letter from the time the request is made by Talent Link. (Note: If the request deadline expires, additional requests for letters can be made.)

Option 2. Requesting from selected candidates ONLY:

- This can be decided on a rolling basis as the search committee reviews the applicants.
- If it is decided to request letters from various candidates, the department's business administrator should contact the Faculty Administration team cas-facultyadmin@udel.edu, with the request which should include the following information to expedite the process: Talent Link search number and the name of the candidate/s.
- Recommenders will have 14 days to submit their letter from the time the request is made by Talent Link. (Note: If the request deadline expires, additional requests for submission of recommendation letters can be made.)

D. Candidate Selection:

Selection of candidates for interviews cannot occur until after the dates or deadline announced in the job advertisement.

Search committees are encouraged, but not required, to conduct multiple rounds of interviews, beginning with a preliminary interview with a larger pool by phone or video conference, and then moving to a short-list for on-campus interviews.

Note: The associate dean must confirm that all members of the search committee have completed ADVANCE training prior to consideration of the applicant pool and candidate interviews.

Semi-finalist Interviews

If a semi-finalist pool is identified, the department chair should send the following documents to the associate dean for review and approval **PRIOR TO REACHING OUT TO ANY CANDIDATES**:

1. A list of the candidates in the semifinalist pool. Please include the candidates' names, highest degree earned, and current place of employment.
2. The full application file for each candidate, including the CV, cover letter, and letters of recommendation if any. Please submit separate files for each candidate; do not combine the files into a single PDF.
3. A copy of the ranking sheet/rubric used and a summary outlining how the rubric was applied.
4. A summary describing how the steps outlined by the search committee to recruit a highly qualified and diverse applicant pool were followed.

The associate dean then contacts the Faculty Administration team cas-facultyadmin@udel.edu and requests that a demographic report be pulled for the search pool. The demographic report shows the breakdown of various DEI elements of the entire pool along with the semifinalist pool. Please allow several working days for this process to be completed. If necessary, the associate dean and department chair may ask the search committee to reassess or expand the search pool.

Once the associate dean approves the semifinalist pool, the associate dean will email these documents to the Faculty Administration team cas-facultyadmin@udel.edu (with a copy to the department chair), who will submit the names of the selected candidates for approval in Talent Link. The pool must be approved by the department chair and associate dean in the Talent Link System prior to scheduling the first round of interviews. Once approved in Talent Link, the search committee chair should work with the department's business administrator to schedule and conduct the interviews.

PLEASE NOTE: Search committee members should not discuss salary and/or start-up recommendations with the candidates at any time.

Finalist/On-campus Interviews

Once the search committee has identified finalists for on-campus interviews, the search committee chair should send the following documents to the department chair for review and approval. The department chair then forwards them to the associate dean for approval.

1. A list of the candidates identified for on-campus interviews. Please include the candidates' names, highest degree earned, and current place of employment.
2. The full application file for each candidate to include the CV, cover letter, and letters of recommendation (if any).
3. A copy of the ranking sheet/rubric used and a brief summary outlining how the rubric was applied for this stage of the process.
4. A list of all candidates who were interviewed at the semifinalist stage. (This will ensure they receive the correct declination letter at the conclusion of the search.)

The associate dean will review the recommendations and once approved, forward to the dean for

approval. Once approved by the dean, the associate dean will submit the list of names, the rating sheet/rubric, and the short summary of how the rating sheet/rubric was applied to the Faculty Administration team cas-facultyadmin@udel.edu (with a copy to the department chair) for approval in Talent Link. The finalist pool must be approved by department chair, associate dean, dean, and vice-provost for faculty affairs.

PLEASE NOTE: The search committee should not contact any semifinalists or finalists until the candidate pools have been approved in Talent Link. Please allow several working days for this process.

Scheduling Interviews: The Faculty Administration team will contact department chairs to notify them once candidates have been approved for interviews within the Talent Link System. The department's business administrator can then contact applicants directly to schedule interviews and campus visits. Departments must coordinate with the Dean's Office (reimerk@udel.edu) at the beginning of scheduling for campus visits to schedule 30-minute interviews with the associate dean. Faculty search interviews should not be scheduled in the Talent Link system.

E. Extending an Offer:

Once the interviews are complete, the search committee, department chair, and faculty work to recommend and vote on preferred candidates as outlined in the department's bylaws. If the search committee is required to make a recommendation to the faculty, it should develop a document including observations and/or justifications for each of the finalists interviewed. Include a statement indicating whether each candidate is or is not acceptable, and why. As may be described in the departmental bylaws, the justifications must be accompanied by specific voting outcomes on acceptability, and rank, by all voting eligible members of the department. The department vote and committee vote should be compared.

The department chair will make a recommendation to the associate dean who will seek the approval of the dean. The department chair must report all voting outcomes and recommendations for hire at rank, and include justifications provided by the search committee as well as the candidate's CV. Once approved by the dean, the associate dean will deliver the offer parameters (see below) to the department chair, who will then make a verbal offer to and negotiate with the candidate. Once an agreement is reached on the offer, the department chair will provide the following information to the associate dean (by completing the [Offer Letter Checklist](#)) and the Faculty Administration team cas-facultyadmin@udel.edu to use in drafting the offer letter:

- Proposed salary amount
- Start date (if earlier than the standard 8/16, the start date should include the funding source of salary & benefits). Departments may be asked to support these expenses in the instance of start dates earlier than 8/16.
- Tenure or Continuing status and rank
- Start-up amount (if applicable) & funding sources (CAS and/or department)
- Transition amount (if applicable) & funding sources (CAS and/or department)
- Candidate's name & CV

The Faculty Administration team will draft the offer letter using approved offer templates. A draft of the offer letter will be sent to the associate dean to review and forward to the department chair for review prior to being submitted in Talent Link. The Faculty Administration team will then route the letter through Talent Link to obtain all necessary approvals (this is called the Offer Card). Once the Offer Card is fully approved, the offer letter with the dean's signature will be returned to the department chair for release to the candidate. Please allow several working days for this process. All MOUs must be reviewed by the associate dean prior to being released to any candidate. MOUs should not contain any transition/relocation allowances (these allowances need to be included in the offer letter to ensure they are processed correctly). MOUs must be signed by the department chair and candidate, and a copy provided to the Faculty Administration team.

PLEASE NOTE: No formal offer can be issued to a candidate before the provost has approved the Offer Card in Talent Link. Any discussions with candidates prior to that approval must be explicitly conditional upon the provost's approval. Search committee members should not discuss salary and/or start-up recommendations with the candidates at any time. All salary conversations and negotiations will take place between the department chair and the selected candidate, with approvals from the associate dean.

F. Moving to the Next Candidate (if necessary):

If the top candidate declines the offer, the department chair should work with the associate dean to determine next steps. For example, the department, in coordination with the associate dean, may decide to make an offer to another candidate from the same pool, relaunch the search, or fail the search. Regardless of the outcome of the decline, the Faculty Administration team should be notified so the Talent Link system can be updated.

Note: If extending another offer to the same person or to a different person within the pool, the new or revised offer will need to be routed through the Talent Link system (via Offer Card).

G. Closing the Search:

Assuming a successful search, the fully signed letter and any MOUs should be sent to cas-facultyadmin@udel.edu (as indicated in the offer letter). The Faculty Administration team will upload the signed offer letter to finalize the Offer Card in Talent Link.

Communicating with Candidates:

Once the Offer Card is finalized, the Faculty Administration team notifies CAS HR, who will then send the standard CAS communication to all applicants* including semifinalists, who do not advance to the finalist stage. This communication will be sent through Talent Link to notify each candidate that they have not been selected for the position. *** It is the responsibility of the search committee chair to notify all finalists via email that they have not been selected for the position. (CAS HR does not notify finalists.)**