

## College of Health Sciences New Faculty Hire Procedures

These procedures should be followed for all hires of tenure-track and non-tenure track faculty, including temporary positions. This document is not relevant to appointments for S-contracts, adjunct professorships, joint appointment agreements, staff positions, or any personnel hired on grant/contract money.

### Planning a Search:

1. Under the leadership of the chair/director, the faculty in each department/school develop a five-year strategic plan for new faculty hires. **The plan should include steps to promote diversity in the candidate pools.** This plan is to be updated annually at the chair's/director's quarterly spring budget meeting with the dean.
2. The chair/director submits a "Request for Faculty Search" form to the dean and deputy dean prior to May 1 for each faculty search expected to launch during the following academic year. After receiving approval from the dean, the chair/director may initiate the search.
3. **Timelines for all searches will normally include the following:**
  - Advertisements begin running on June 1<sup>st</sup>**
  - Screening date is set for October 1<sup>st</sup>**
  - Candidate interviews are completed by December 1<sup>st</sup>**
  - Signed contract is received prior to the end of the Fall semester**

### Initiating a Search:

4. The chair/director appoints a search committee, including at least one minority member **and normally, at least one search committee member with appropriate expertise from outside the department/school or college.**
5. **The dean and/or deputy dean joins the first meeting of the search committee to review search procedures and discuss recommended strategies for that particular search.**
6. The search committee, in consultation with the chair/director, develops a position description using the college template, and sends it to the deputy dean for approval.
7. The search committee chair forwards the dean's approval for the search, the search committee composition, and the approved position description to Sue Villermaux in the dean's office. Sue then files the electronic Request to Recruit (RTR) form.
8. Following consultation with the search committee, the search committee chair sends Sue Villermaux the list of suggested advertising venues for the position. Sue forwards the list to HR, which will respond with the associated costs. The chair/director then makes decisions about where to advertise in light of the budget for the search. (The college will support search expenses up to \$5,000. Search-related expenses beyond \$5,000 must be covered by the department/school.)
9. The search committee chair enlists department/school and college faculty in advertising the position and distributes the advertising flyer (from the college template) to college faculty and others, as appropriate. The search committee identifies individuals to receive letters of nomination for the position.

### Screening Candidates:

10. The search committee should arrive at a short list of interviewees, including those selected for preliminary phone or Skype interviews. This process should involve scrutiny and discussion of candidate application materials and may, additionally involve garnering input from candidate-identified references, with pre-approval from the candidates. Input from other sources should not be a part of the search process.

11. The search committee chair forwards CVs of candidates approved for interviews, (including preliminary interviews), to Sue Villermaux, who forwards the request to HR. Preliminary phone or Skype interviews are recommended as a part of the process of determining the best candidates to recommend for in-person interviews. There is no limit to the number of phone or Skype interviews the search committee may conduct.
12. If the candidate pool selected for interviews is not sufficiently diverse, HR will send back a list of additional candidates to be considered. The search committee chair should be prepared either to respond with a brief statement as to why each candidate recommended by HR falls short of the required or preferred qualifications listed in the job posting or to add one or more additional candidates to the preliminary interview pool.
13. Any member of the search committee who has a personal relationship with a short-listed candidate, including a **personal** friendship or a current or recent mentoring relationship, should resign from the committee at this point. There should be no possibility for the **perception** of a conflict of interest. It is natural and understood, however, that committee members may have past or current **professional** relationships with candidates, which is not necessarily an issue. In such cases, it is each committee member's responsibility to determine if the nature of the relationship is such that they are biased in either a positive or negative direction. All search committee members should be able to view and discuss the candidates from an objective perspective. Only in cases where either a committee member determines that they cannot be objective or there is a clear potential for the perception of a conflict of interest should a committee member resign.
14. Before candidates are confirmed for in-person interviews, the search committee chair forwards their CVs to the dean or deputy dean for approval. Normally, not more than three candidates are to be interviewed in person for a faculty position.

#### **Conducting In-Person Interviews:**

15. Once HR has approved the interviewees, the search committee chair schedules the interviews, first checking to make sure that either the dean or deputy dean will be in town to participate. See Appendix A for suggested interview components.
16. **During the in-person interviews, the chair/director should establish a clear understanding of the candidate's requirements for salary, start-up costs, and space.** Please ask candidates to bring with them to the interview a budget for start-up needs.
17. **The search committee chair should extend an invitation to all candidate research presentations to the entire CHS faculty, as well as to other potentially interested groups, as soon as they are scheduled.**
18. It is critically important that during the entire time that the candidate is present in Newark for the interview, (including meals and transportation), that we do not ask inappropriate questions not pertaining to job qualifications. See Appendix B for examples of inappropriate questions.
19. Following interviews, written (signed or otherwise identified) input should be solicited from all faculty who interacted with the candidates.

#### **Concluding the Search:**

20. The department/school faculty should make determinations as to the acceptability/unacceptability of each candidate. All faculty hires require affirmation of a majority of the faculty.
21. **The deputy dean joins the final meeting of the search committee to hear the discussion.** In this meeting, the search committee compiles a list of strengths and weaknesses of all acceptable candidates and should determine if

there is **consensus** (or not) among department/school faculty, search committee members, and the chair/director as to the recommended candidate to hire.

22. The chair/director then presents this information and discusses recommendations with the dean, who must approve the hiring decision.
23. Using the appropriate university boilerplate letter, the chair/director develops the offer letter for the candidate following approval of starting salary, start-up, and other conditions of employment with the dean. The chair/director sends the offer letter and a brief rationale explaining why the chosen candidate tops each of the others interviewed to Sue Villermaux. HR must approve the letter prior to a formal offer being extended to the candidate.
24. **At the same time, the deputy dean forwards the CV of the candidate of choice and the draft offer letter to the provost, who must approve the hiring decision before the offer is made to the candidate by the chair/director.**
25. The chair/director communicates with the candidate to extend the offer, negotiate terms, etc., and if necessary, revises the letter and obtains approvals. **Candidates and the chair/director must agree upon a budget for use of start-up funds; these are not slush funds.** Candidates should understand that there is a three-year limit for expenditure of start-up funds.
26. Once the signed letter is returned, announce your new hire!

## APPENDIX A: Suggested Interview Components

### Suggested Interview Components for Tenure-Track Faculty Positions. (Not all will be appropriate for all positions.)

- Interview with chair/director
- Interview with dean or deputy dean
- Interview with associate dean for research
- Interview with search committee
- Interview opportunity for all faculty
- Interview with graduate and/or undergraduate students
- Interview with chair of department for likely joint appointment
- Interview with other researchers on/off campus with whom collaborations are a likely potential
- Tour of campus
- Tour of department/school facilities
- Tour of Delaware Biotechnology Institute
- Tour of relevant portion of CCHS
- Meals with two or more faculty, keeping the search budget in mind (Alcoholic beverages must be billed separately and paid for with a department/school discretionary account)
- Candidate presentation (with specific instructions as to content and length given to candidates)
- Reception with faculty, invited guests, students

### Suggested Components for Interviews for Senior Faculty, Named Chairs, and Administrative Positions. (Not all will be appropriate for all positions.)

- All items listed above
- Interview with provost
- Inclusion of DHSA representatives for presentation, reception, meal
- Interview with senior university research office personnel

## APPENDIX B: Examples of Inappropriate Interview Questions

Are you married?

What does your husband/wife do?

Are you planning to have more children?

How many more years do you plan to work before retiring?

What is your religion?

See the University Interview Guide for additional examples:

<http://www.udel.edu/udjobs/resources/Interview%20Guide%20Manual%202014.pdf>