**Dean’s Charge to an Advisory Committee for a Head or Director Search**

**General**

1. All deliberations must be confidential. Candidates' names and materials are also confidential except for the finalists who are brought forward for departmental consideration.
2. Head search advisory committees report to the dean.
3. Meranda Kaiser provides the logistical support to the committee throughout the search
4. Stephanie Plummer can provide information about the advertising process, including where previous similar positions were advertised
5. Consultation with departmental faculty is crucial at all stages.
6. It is important to make sure we get as diverse a pool as possible - don't forget to consider candidates of all races and both men and women. Potential to be an outstanding head should be the criterion. Victoria Sanchez, Associate Dean for Educational Equity, will be briefing you on diversity best practices. Every committee member should also familiarize themselves with the Affirmative Action Office’s website content: <https://affirmativeaction.psu.edu/welcome/recruitment-searches/>
7. You must advertise, but an advertisement will not land a head. A successful head search depends on reaching out to contact potential candidates, not waiting for them to apply - think about the kind of candidates you would like to attract and go for them!
8. You may bring in candidates at any time, though we cannot make an offer until the advertisement deadline has passed.
9. Your job is to bring me files of potential top candidates. Normally I like to see a list of three, but if you find an outstanding candidate, and want to invite him or her in, I will entertain that idea.
10. I would aim to bring in candidates as soon as possible.
11. Meranda will work with departmental staff to arrange campus visits once candidates are identified.
12. Once candidates have visited, it is your task to assay views of your colleagues. I will want to know if each candidate who visits is exceptional, acceptable, or unacceptable from your perspective. I will also get the opinions of others involved in the visit.

**Steps**

1. Construct a job advertisement, being cognizant of the particular concerns pertaining to international hires (<https://training.global.psu.edu/hif-guidelines/> ). Send to Stephanie Plummer for review. She will forward to the relevant University offices for review. If there are substantive changes she will return the ad to the Chair for additional consideration. Once the committee approves the final version and provides a list of desired external advertising, the ad will be posted in Workday and any requested external advertising will be placed.
2. As soon as the ad is posted and the advertising approval has been granted, the ad may be circulated to departmental faculty with an invitation to submit names of possible candidates.
3. Circulate the ad to selected colleagues throughout the discipline(s) with invitations to apply for the job (as appropriate) and recommend other candidates.
4. Beyond this, work to create a good pool through personal contacts. The success of the search rests on the quality and depth of the pool created. Do not rely on the published advertisement to unearth good candidates.
5. Follow up every nomination with a letter to the candidate inviting him or her to apply (Meranda handles this, working with the chair). If the nominee seems especially promising, follow up with a personal call (Meranda will handle acknowledgement of applications).
6. Candidates will apply through Workday. The committee will be able to periodically review the applicants there.
7. Names of applicants must be kept confidential.
8. After the deadline, assemble a list of around five to eight semi finalists. Bring these names to the department and get faculty sense of whether each would be exceptional, acceptable, and unacceptable. Stress to the faculty that names of applicants must be kept confidential.
9. Conduct a brief zoom long-list interview with the candidates (1 hour, prepared questions).
10. Using the department's judgment and your own judgment, prepare a short list and send to me. I would like at least three names or up to five. Along with your short list I would also like to receive URM demographics on the short list, the long list, and the total applicant pool. This information can be obtained on request from John Barlett, HR Strategic Partner.
11. After reviewing your recommendations (I usually meet with the chair, at least) I will examine the files and decide whom to invite for interviews.
12. Meranda or the Chair will write for letters of reference and arrange the interviews in conjunction with the department AA and the chair of the search committee. In addition to meeting departmental faculty, the candidates will meet with other heads, all the associate deans, and other faculty as appropriate (for example faculty in related areas, institute directors, etc).
13. Following the visits, the committee should solicit opinions from the department(s) and then make a final recommendation to me. I would like to know which candidates you consider exceptional, acceptable, and unacceptable.
14. Following your recommendations and the opinions from other participants in the process, I will make an offer.