

UNIVERSITY OF NORTH
CAROLINA AT
GREENSBORO

SCHOOL OF MUSIC



FACULTY RECRUITMENT
AND
SEARCH COMMITTEE
HANDBOOK

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I. Initiating the Search

Early in the year, and likely the previous year, the Dean (in consultation with the Division Chair and appropriate faculty) will determine the searches to be conducted throughout the School.

Prior to any advertising of positions, it is important to note that:

1. The Provost must approve a “request to search”; this is sent to the Provost in memo form by the Dean
2. Once approved by the Provost, the Dean’s Assistant completes the Affirmative Action AA1 form (see appendix), which is a request-to-search form filed with the Office of the Provost and the Office of Human Resources
3. No further activity may ensue until the AA1 form is signed by both the Provost and the head of Affirmative Action for the Office of Human Resources

Additional details in this process are delineated below.

II. Choosing the Search Committee

The Dean will ask the Division Chair to recommend a search committee and a Chair. It is critical that the Chair be someone who is not overburdened by service on numerous committees, as the time requirements for a search can be considerable. It is also important that no one or two faculty be burdened with excessive numbers of search committees on which to serve. The typical search committee consists of five (5) members, including:

- Chair (from the same area as the search)
- Two other SOM faculty from the same Division
- One SOM faculty member from outside the area
- One faculty member from outside the School of Music

The Dean or his Assistant will send a formal memo of invitation to each of the members of the Proposed Search Committee. Once the Committee is finalized, the Chair will be free to call the first meeting of the group. At that meeting, the School of Music’s Affirmative Action representative will outline procedures in effect to ensure compliance with appropriate federal legislation, including but not limited to:

- Ensuring a sufficient pool of candidates
- Measures for increasing the diversity of the pool

- Review of appropriate and inappropriate questions and procedures during the search process
- Other guidelines for and limitations to the search process as they affect the Search Committee

III. The Job Description/Vacancy Notice

Early in the process, the Dean will instruct the Chair of the Division conducting the search to prepare a job description and vacancy notice. The Division Chair will consult with appropriate members of the Division (especially those who will likely be serving on the Search Committee) prior to sending the final version of the vacancy notice to the Dean. At this point, the Dean or his assistant will complete the AA1 form, gather the appropriate signatures, and forward the form and vacancy notice to the Offices of the Provost and Human Resources. At this point the vacancy notice is in final form ready for advertising.

IV. Advertising the Position

It is important for all to remember that NO advertising of the position may occur until the AA1 paperwork is approved by the Provost and the Office of Human Resources. This normally takes several days.

Once approved, the Dean's Assistant will send the necessary forms and documents to the College Music Society for inclusion in the weekly online Music Vacancy List. For the notice to appear in the weekly Friday electronic listing, CMS must have the copy by noon on Thursday.

Search Committee members will also be advised to inform friends and colleagues about the vacancy and encourage eligible parties to apply. Professional organizations (e.g., AMS, SMT, SEM, etc.) often have their own vacancy lists, and Committees are strongly encouraged to utilize these free services. The Dean's Assistant will also duplicate copies of the vacancy announcement and send it to all 600+ NASM-accredited institutions.

In special circumstances, the vacancy will be listed in the *Chronicle of Higher Education*, although this route does not seem to be as effective or focused as the *CMS Music Vacancy List*.

Under normal circumstances, the vacancy will be posted for a period of at least 4 weeks. The usual wording on the vacancy notice is: Application Deadline: Month, Day, Year, or until filled." This allows a late-arriving application to be considered officially for the position.

V. Accepting and Reviewing Applications

Once advertised in the CMS *Music Vacancy List*, applications will start to arrive in the Music Office. These are logged into the master database by the Dean's Assistant, a file is made for the application, and a letter is sent to the applicant acknowledging receipt of the application. An "Applicant Control Card" from the Office of Human Resources is also included in the letter to the applicant. Once these steps are completed the file is placed in the appropriate file drawer in the Music Library, which is accessible only to members of the Search Committee.

Under normal circumstances, Search Committee members will review the candidate files independently prior to a meeting of the entire committee. Some committees choose to meet and evaluate candidates one at a time as a group. This is the prerogative of the Committee and its Chair.

Initially, candidates must be evaluated in terms of the minimal requirements of the job description and the vacancy notice. Those who do not meet the minimal requirements cannot be considered for the position. For example, if the vacancy notice requires a completed PhD or DMA and the candidate does not hold such a degree, then he/she cannot be considered for the position. Persons in such situations who will have completed the degree by the effective start date of the position may be considered with the approval of the Dean, although this is not automatic.

Once candidates have been screened for minimal requirements, it is appropriate to consider the remaining candidates on those qualifications that are desirable for the position. This might include evaluation of tapes, scores, writing samples, etc. Note that some search committees will choose up front NOT to request tapes or scores initially. Once the Committee has done a preliminary screening, then certain candidates are asked to submit these kinds of materials. While this might be perceived as being an easier and less-bulky way of conducting business, it does add additional time to the search process.

VI. Selecting Candidates for Interview

Quite often, finalists are chosen through a multi-level screening process. From a pool of 60 candidates, for example, the Committee may narrow the pool initially to 12-15. From those candidates, further screening may narrow the pool to 6-8 candidates. At this point it is often valuable to conduct phone interviews with all 6-8 candidates. Having a set list of questions for these interviews is imperative so as to be able to compare candidates on the same issues. Further, it is much cheaper to talk to candidates on the phone than bring them to campus! Such phone interviews can be scheduled with the Dean's Assistant.

Following such a phone screening, a final evaluation is made and the top candidates are chosen for interview. At this point the Chair of the Search Committee meets with the Dean to forward the recommendation for interviews. The Dean will converse with the Chair, confirm the suitability of the candidates, and determine the number of candidates to be interviewed and potential dates for the interviews. While the number of candidates suggested by the Provost's Office is generally two, the Dean prefers to interview three candidates if available. This allows for a triangulation process of comparing the candidates.

VII. Establishing the Interview Itinerary

Following discussion with the Search Committee Chair and the identification of candidates to be interviewed on campus, the Dean contacts the candidates and invites them to campus for an interview. He gives them a brief overview of what is expected of them at the interview and asks them to check on flight schedules for coming to Greensboro. They then report back to the Dean and he gives the approval for to book the flight. Candidates are asked to pay for the flight and then be reimbursed by the School of Music following the interview. This is a necessary and important part of the process to ensure that the flight costs are within the budget for the search.

Once the flight is confirmed, the Dean hands the process over to the Chair of the Search Committee. The Chair makes contact with the candidates and discusses the particulars of the interview process, e.g., what/when/where the candidate will teach, when/where the candidate will perform, and what the candidates might present in a lecture format, such as results of research or other creative activity.

Candidates are asked to send an electronic copy of their CV for inclusion on a special website devoted to the search process. All faculty and administration can access the CV from this site, thus eliminating the need to make numerous paper copies for distribution.

The Chair develops a tentative itinerary for the candidate in conjunction with the Dean's Assistant. This is to ensure that the Dean is available to observe all teaching and special presentations by the candidates. The following responsibilities are delegated to one or the other of those parties:

- Hotel reservations: Dean's Assistant
- Pickup and delivery: Chair of Search Committee
- Dinner with the Dean: Dean's Assistant
- Teaching schedule: Chair
- Research presentation: Chair
- Meeting with Graduate School Dean: Dean's Assistant
- Meeting with Provost/Chancellor (Assoc or higher): Dean's Assistant
- Exit interview with Dean: Dean's Assistant
- Breakfast or lunch in the Conference Room: Dean's Assistant

Normally, the interview includes the following components:

- Breakfast with the Search Committee in the Conference Room (lunch is also an option instead of breakfast)
- Meeting with the Dean of the Graduate School
- Meeting with Associate Provost for Research and Public/Private Sector Partnerships
- Meeting with the Provost/Chancellor if the proposed rank is Associate Professor or Professor; not necessary for Assistant Professor
- Teaching component
- Recital (for performance faculty only)
- Rehearsal time for recital (for performance faculty only)
- Open lunch (Dutch treat) for faculty at Spencer's
- Open time to meet with students
- Tour of the School of Music, campus, Greensboro (as time permits)
- Dinner with the Dean
- Exit interview with the Dean
- Other sessions depending upon the nature of the position

The typical search begins with the candidate's arrival in Greensboro in the afternoon of Day 1. Following transportation to the hotel, the candidate is met by the Dean for a 6 pm dinner. Day 2 constitutes the formal interview day, culminating in an exit interview with the Dean. The candidate generally then has dinner with members of the Search Committee or other interested faculty. The funds for searches are limited. **The Dean will normally reimburse only one faculty or search committee member for dinner with the candidate.** This should all be cleared with the Dean **in advance.** Departure is scheduled for Day 3, usually in the morning. Normally, a member of the Search Committee is responsible for transporting the candidate to and from the airport and between appointments on campus. The candidate should NEVER be expected to find his/her way around the building or the campus. In the case of an early departure on Day 3 it MAY be acceptable to have the candidate take a taxi or shuttle from the hotel to the airport.

Candidates are generally housed at one of several venues in Greensboro. Through a special arrangement with these venues, the rooms are billed directly to the School of Music, obviating the necessity for the candidate to pay and be reimbursed. The Dean's Assistant has all pertinent information in this regard.

Once the itinerary is in nearly final form, the Chair and the Dean's Assistant send it to the Dean for final approval. At this stage possible conflicts with the Dean's schedule (or other schedules) can be determined and corrected. Once approved by the Dean, the schedule is made available to the Search Committee, the faculty, the Graduate Dean, and the Provost/Chancellor (as necessary), via the search website (with the CV).

VIII. Conducting the Interview

The tone for the interview is normally set by the Dean during the dinner on Day 1. The purpose of this component is to welcome the candidate to campus and talk with him/her in an informal setting. Much information is usually gathered at this event, and it is also a time when the Dean can outline the plans and goals of the School of Music for the candidate.

A member of the Search Committee should be assigned/chosen to introduce the candidate at each interview session. That introduction should include the following minimal information:

- Name
- Present institution
- Degrees received and institutions
- Areas of research/creative activity
- Any other information pertinent to the session

The Search Committee representative should ensure that the session begins and ends on time so that the candidate can be on time for the session that follows. There is normally very little time for relaxation on the part of the candidate, but the Committee should ensure that the candidate has time for restroom, coffee and/or water breaks in between sessions.

It is critically important that all members of the Search Committee and the faculty realize that there are certain questions and topics that are not permitted by virtue of Affirmative Action and Equal Opportunity Employment laws. The Committee will receive information from the School of Music Affirmative Action representative in this area early on in the search process. Among others, the following topics are off limits:

- Marital status
- Sexual orientation
- Health of the candidate
- Children

Should the candidate raise one of the topics, then it is fair game for discussion, within reason of course. Although it is not proper to ask “Are you married?” it is proper to ask “What does your spouse do?” following a statement by the candidate that she/he has a spouse.

Search Committee members and faculty are generally always on safe ground in this regard if they structure their questions around the specific qualifications for and the duties of the job as announced in the vacancy notice. Questions of pedagogy and other teaching/performing issues are always appropriate. If in doubt about the suitability of a question, it is much better not to ask it than to blunder forward and regret it later!

AT NO TIME during the interview process should any member of the Search Committee or the faculty indicate the candidate's status or the status of the search to the candidate. An offer of employment is made ONLY by the Dean and ONLY after the appropriate Affirmative Action paperwork is completed.

IX. Selecting the Desired Candidate

As soon as possible after all candidates have been interviewed, the Search Committee will convene to discuss the candidates and place their names in rank order. It is imperative that the Chair of the Search Committee seek input from ALL who have interviewed the candidates, e.g., the Graduate School Dean and the Provost/Chancellor (for Associate Professor/Professor appointments).

Some searches require considerable deliberation among members of the Committee, while others entail very easy and quick decisions. Regardless, it is imperative that the candidates interviewed be a "good fit" for the School of Music. Often, all candidates interviewed meet the academic and scholarly requirements of the position, yet perhaps only one offers the potential of being an appropriate addition to the Faculty.

Following deliberations by the Committee, the Chair meets with the Dean to submit the results of the search. The Dean will ask the Chair to rank the candidates from high to low, including a list of strengths and weaknesses for each candidate. This is important information for the Dean to have in completing the necessary paperwork following the interviews. It is also important for the Dean to know if any of the candidates are unacceptable for the position. In most cases the Dean follows the recommendation of the Committee. Keep in mind that the Dean has observed the classes and performances of the candidates as well, and he has made an independent assessment of the qualities of each one. Although it is uncommon for the evaluation by the Dean and the report from the Search Committee to vary, that is a possibility. In this situation, as in all similar situations in the School, the role of the Search Committee is advisory to the Dean, and he will make the final choice of candidate from the pool of acceptable candidates submitted by the Search Committee.

At this stage of the search it is imperative that NO MEMBER of the Search Committee make any commitment, implied or otherwise, to any candidate. The offer of employment is made only by the Dean following the completion of the necessary affirmative action paperwork.

X. Offering the Position

Following the decision by the Search Committee and the selection by the Dean of the desired candidate, the Dean and his assistant complete the final Affirmative Action paperwork (AA2).

This requires the listing of all candidates interviewed and reasons for their selection/non-selection. It also includes a complete listing of all candidates who have applied for the position. Once completed, this form must be signed by the Chair of the Search Committee, the School of Music Affirmative Action representative, and the Dean. It is then forwarded to the Provost's Office and subsequently sent to the Office of Human Resources. Once this form has been approved in those two areas, the Dean is free to offer the position to the selected candidate. This normally takes around three (3) days.

XI. Canceling the Search

At times it is necessary to cancel a search. This is usually done for two reasons: a) no candidate interviewed is suitable for the position; or b) all of the candidates to whom the job was offered have accepted other positions. Prior to canceling the search formally, the Dean and the Chair of the Search Committee will confer to determine the advisability of interviewing additional candidates. If there are no other qualified candidates, the search will be canceled with the Provost's Office via the AA3 form (see attached). If other candidates remain to be interviewed the process will resume as per the above procedures.

XII. Search Followup

After a candidate has been hired, the Dean calls the candidates who interviewed but who were not chosen for the position to tell them of the result of the search. The Dean's Assistant prepares letters to all applicants informing them of the result. Applicants' files are disassembled; scores, recordings, articles are returned to the applicants, and application letters and CVs are filed in the storage room for a period of three years. Transcripts and other sensitive materials (e.g., letters of recommendation) are shredded.

As a final responsibility, the Chair of the Search Committee must file a verification form with the Dean's Assistant indicating that reference calls were made for the candidate to whom the position was offered.