

USC School of Music

FACULTY SEARCH PROCEDURES HANDBOOK

(approved by Music Faculty, December 1, 2011)

I. Initiating the Search

Early in the year, and likely the previous year, the Dean--in consultation with the Area Coordinator and appropriate faculty, including the Executive Committee--will determine the searches to be conducted throughout the School. Prior to advertising positions, several steps must be followed:

1. The Provost must approve a Mission Critical Form.
2. Once approved by the Provost, the Dean's Assistant completes the FTE Adjustment Form and sends it to the Provost and the Budget Office.

No further activity may ensue until these approved forms are received in the Dean's office.

II. Selecting the Search Committee

The Dean of the School of Music will work with the Area Coordinator to identify a faculty member to serve as the Chair of the Search Committee. The Dean will enlist the aid of the Chair of the Search Committee to identify possible persons to serve on the Committee. The typical search committee consists of five to seven (5-7) members.

The Dean or the Dean's assistant will send an 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 for the purpose of reviewing/revising the job description and vacancy notice and appointing an Equity and Diversity Advocate from the committee.

At this point it is essential that the regulations set out in policy ACAF 1.00 RECRUITMENT AND APPOINTMENT OF ALL TENURED, TENURE-TRACK, AND NON-TENURE FACULTY (<http://www.sc.edu/policies/acaf100.pdf>) related to committee meetings be followed to the letter by committee members.

III. The Job Description/Vacancy Notice

Early in the process, the Dean will confer with the Area Coordinator conducting the search to prepare a draft job description and vacancy notice.

Prior to the first meeting of the Search Committee, the Chair of the Committee will distribute copies of the draft job description/vacancy notice to the entire Committee for their review at the first meeting. The Committee will review and discuss the document and suggest changes to the Chair of the Committee, who will forward those to the Dean for final approval.

Also at the first meeting of the Committee, the committee's Equity and Diversity Advocate 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

IV. Advertising the Position

It is important that NO advertising of the position occur until the required paperwork is approved by the Provost and the Office of Human Resources. This may take several weeks.

Once approved, the Dean's assistant will advertise the position on the USC Jobs website (uscjobs.sc.edu). All applicants should be encouraged to apply online, with additional materials sent by mail. The Dean's assistant

will complete the online form at the College Music Society for inclusion in the weekly online Music Vacancy List. For the notice to appear in the weekly Friday electronic listing, currently CMS must have the copy by noon on Thursday.

Search Committee members will also be advised to inform qualified colleagues about the vacancy and encourage eligible parties to apply. The Dean's assistant will duplicate copies of the vacancy announcement and send it to all 580+ NASM-accredited institutions. The vacancy will be listed in the *Chronicle of Higher Education* as well.

Under normal circumstances, the vacancy will be sent by CMS on two non-consecutive Fridays and will be searchable on the Vacancy List afterwards.

Typical wording on the vacancy notice is: "The search process will continue until the position is filled, but priority screening will begin on, or shortly after [Date]." This allows a late-arriving application to be officially considered for the position.

V. Accepting and Reviewing Applications

Once advertised, 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 (or email) is sent to the applicant acknowledging receipt of the application. An EEO form is also included in the letter, for those who did not apply at the USC Jobs website. Once these steps are completed the file is placed in a secure but accessible location. Included with each file will be an Application Evaluation Form.

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 Required Qualifications from the job description and the vacancy notice. Those who do not meet these Required Qualifications 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. This must be indicated on each applicant's Application Evaluation Form.

Once candidates have been screened for Required Qualifications, it is appropriate to consider the remaining candidates on the Preferred Qualifications that are indicated in the description. At this point, the process would also include evaluation of recordings, scores, writing samples, etc. Note that some search committees will choose up front NOT to request recordings or scores initially. Once the Committee has done a preliminary screening, then certain candidates may be asked to submit these kinds of materials.

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 to 15. From those candidates, further screening may narrow the pool to 6 to 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.

At this point it is essential that the regulations set out in policy ACAF 1.00 RECRUITMENT AND APPOINTMENT OF ALL TENURED, TENURE-TRACK, AND NON-TENURE FACULTY (<http://www.sc.edu/policies/acaf100.pdf>) related to conducting interviews of any kind be followed to the letter by committee members.

Following such a phone screening, a final evaluation is made and the top two to five candidates are identified for on-campus interviews. 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 and determine the number of candidates to be interviewed and potential dates for the interviews. The Application Evaluation Form must be completed for all other candidates who were not chosen for interviews.

VII. Establishing the Interview Itinerary

Following discussion with the Search Committee Chair and the identification of candidates to be interviewed on campus, the Committee Chair contacts the candidates and invites them to campus for an interview. (S)He gives them a brief overview of what is expected of them at the interview and asks them to check on flight schedules, if applicable, for coming to Columbia. They then report back to the Dean's office and gain approval for the Search Chair and candidate to book flights, if needed. Candidates are asked to pay for flights and are then 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 flights are confirmed, the Chair again makes contact with the candidate 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 candidate might present in a lecture format, such as results of research or other creative activity.

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
Dinner with search committee members: Chair
Teaching schedule: Chair
Research presentation and/or recital: Chair
Interview with Dean: Chair/Dean's Assistant

Normally, the interview includes the following components:

Breakfast at the hotel
Teaching component
Recital (for performance faculty only)
Rehearsal time for recital (for performance faculty only)
Lunch with the Search Committee
Open time to meet with interested students

Tour of the School of Music, campus, Columbia (as time permits)
Interview with the Dean
Other sessions depending upon the nature of the position

The typical search begins with the candidate's arrival in Columbia in the evening of Day 1. Day 2 constitutes the formal interview day. The candidate generally then has dinner with Search Committee members. The funds for searches are limited. Departure is scheduled for the morning of Day 3 or late the evening of Day 2. 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 the Courtyard Marriott, the Hilton, or the *Inn at USC* in Columbia. Through a special arrangement with the hotel, the rooms are billed directly to the School of Music, obviating the necessity for the candidate to pay and be reimbursed.

Once the itinerary is in nearly final form, the Chair sends it to the Dean and the Dean's Assistant 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 shared with the remainder of the Search Committee, and the faculty.

VIII. Conducting the Interview

At this point it is essential that the regulations set out in policy ACAF 1.00 RECRUITMENT AND APPOINTMENT OF ALL TENURED, TENURE-TRACK, AND NON-TENURE FACULTY (<http://www.sc.edu/policies/acaf100.pdf>) related to conducting interviews of any kind be followed to the letter by committee members.

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
- Any other information pertinent to the session
- Degrees received and associated institutions
- Research areas of interest

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. 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 committee's Equity and Diversity Advocate in this area early on in the search process. Among others, questions about the following topics are not permissible:

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

Should the candidate raise one of the topics, then it is appropriate 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.

It is appropriate that search committee members and faculty 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 generally appropriate. If in doubt about the suitability of a question, it is much better not to ask.

At no time during the interview process should any member of the Search Committee or the faculty indicate the candidate's status in the search to the candidate. An offer of employment is made only by the Dean.

As a final responsibility, the Application Evaluation Form must be completed for those applicants who were interviewed, but not offered the position. In addition, the Equity and Diversity Advocate must complete the Affirmative Action Check List.

IX. Selecting the Desired Candidate

As soon as possible after all candidates have been interviewed, the Search Committee will convene to discuss the candidate. It is imperative that the Chair of the Search Committee seek input from ALL who have interviewed the candidates, students and faculty.

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.

Following deliberations by the Committee, the Chair submits the results of the search to the Dean. The Dean will usually want the candidates presented in rank order, high to low. 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. It is a rare occurrence when the evaluation by the Dean and the report from the Search Committee vary, but 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—(s)he will make the final choice of candidate from the pool of acceptable candidates submitted by the Search Committee.

It is important to note that the work and opinion of the search committee and the consideration provided a finalist’s candidacy by the dean are separate processes that do not overlap and are not influenced by the other. The work and conclusions of the committee are advisory to the Dean, but must also be reached by a process that is independent and autonomous of the Dean.

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, and that no discussion of any confidential search committee processes and executive session conversations take place between members of the Search Committee and other faculty.

X. Offering the Position

Following the recommendations of the Search Committee and the selection by the Dean of the desired candidate, the Equity and Diversity Advocate on the search committee must complete the final Affirmative Action Form. An additional terminal activity of the search committee is to complete the Applicant Evaluation Form.

XI. Canceling the Search

At times it is necessary to cancel a search. This is usually done for one of three reasons: a) none of the candidates interviewed is suitable for the position; b) all of the candidates to whom the job was offered have accepted other positions; or c) funds are no longer available to offer the position as advertised. 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, then the search will be canceled with the Provost's Office via the requisite reporting mechanisms.

XII. Following-up after the search

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. All materials submitted by applicants, including CD, recordings, scores, etc., must be stored and maintained at the School of Music for a period of five years. Files of searches that include non-US citizens must be maintained for 6.5 years.