

APPENDIX A

REFERENCE GUIDE FOR SEARCH COMMITTEE

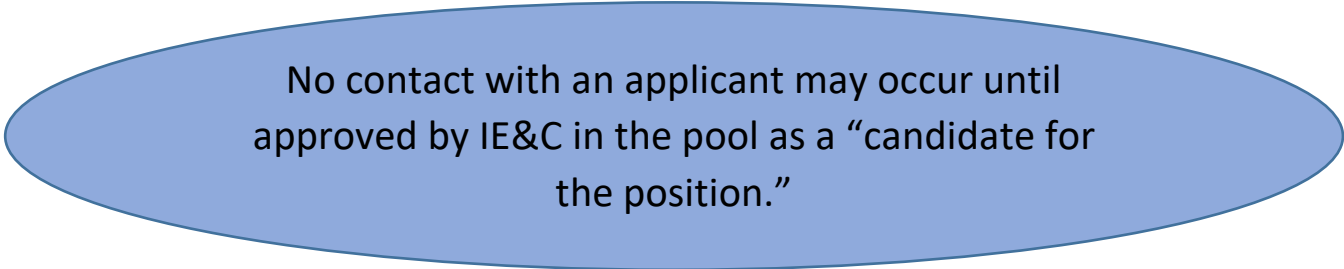


This Reference Guide for Search Committee Members will provide additional assistance throughout the faculty screening and hiring process. We have included a quick review process overview, tips on screening and conducting interviews, and helpful resources.

Search committee members need to review the [Full-Time Faculty Recruitment Guide](#) (particularly the SCREENING APPLICANTS section) to familiarize themselves with the recruitment and hiring process. Committee members should attend the faculty recruitment discussions to learn about changes and share experiences with new committee members.

The College of Basic and Applied Sciences contributed some of the information contained in this reference guide, and other information was adapted from "Search Committees: A Tool Kit for Human Resource Professionals, Administrators."

Committee members cannot review applicants before the posting's established review date. The email provides a link to access the applicants and a link to the [Faculty Applicant Selection Criteria Form](#) that each committee member will use to perform their reviews. PLEASE REFER TO THE [Step-by-Step and Using PageUp Guide](#) for step-by-step instructions for reviewing applicants. The search committee chair will be the only committee member who should enter information into the PageUp hiring system.



No contact with an applicant may occur until approved by IE&C in the pool as a “candidate for the position.”

If a search committee member has questions about using the hiring system, please reference the committee member's step-by-step instructions for performing your review as provided by the faculty recruitment specialist and made available to committee members. If you have questions, call (615) 898-5128.

Search Committee Process in Review

1. Decide on the criteria to be used during the review of applicants, which must adhere to the posting.
2. Determine the best timeline for completion, noting the Provost's Optional Recruitment Timeline.
3. Individually review applicants, eliminating any who failed to apply successfully, and use the [Faculty Applicant Selection Criteria Form](#) to document your review. DO NOT enter your critique into the online hiring system, but limit your comments to the selection form; search committee members may access application documents throughout the interview process.
4. Convene as a committee and compare top candidates to define a reasonably sized, high-potential candidate pool.
5. Search committee chair will enter selection criteria (e.g., strengths/limitations) for ONLY those applicants being recommended in the pool – DO NOT RANK.
6. Provide the department chair with the list of applicants recommended for inclusion in the pool.
7. After the pool review by IE&C, confirm approved candidates, noting any changes that IE&C may have made.
8. Letters of recommendation (automatically solicited through the system) must be returned via the unique link assigned and provided to each recommender within the individual email they receive.
9. Large pool – when using a tiered approach, initiate contact to schedule phone or video interviews, “Short-List” pool (typically 2-3 candidates) – initiate contact to schedule a final interview; On-campus interviews **are not** required for other faculty position types but should occur for all tenure-track positions.
10. The department chair changes the status of short-listed finalists in the hiring system to “Finalist Interview Scheduled.” (*This is **a crucial step** to help initiate system prompts!*).
11. On-campus interviews are required for tenure-track finalists but **not** needed for other faculty position types, which can be conducted via telephone or video.
12. Department chair submits printed salary recommendations with CVs attached to Academic Administration and Resources.
13. Check references (**letters of recommendation are not the same as reference checks**). A finalist's current employer reference check MUST occur before formalizing your recommendation of that finalist.
14. The committee should not rank finalists; the department chair and dean will determine which finalist to recommend.

Search committee members, hiring department chair, and hiring college dean **may not** provide letters of recommendation for a candidate within the search. Letters from general dossiers (e.g., Interfolio) are not accepted.

It is important to check references to limit employer liability, verify information, and reduce cost of rehiring and retraining. Checks will produce authenticity of information as it relates to such areas as work history or credential problems.

TIPS – Before the Interviews:

- Book an appropriate location.
- Review the job description.
- Draft and agree upon the interview questions to be asked. (MUST be the same for ALL interviewees.)
- Review the candidate's résumé/application.
- Agree on the format of the interview.
- Ensure that you know and can identify the indicators of the candidate's ability to perform the job.

TIPS - Telephone Interviews:

Planning and Arranging the Interview

- Schedule a call of no more than 30 minutes with the interviewee and interviewers.
- Review the interviewee's application materials.
- Determine the order in which the interviewers will ask the prepared questions.
- Test speakerphone and teleconferencing equipment and procedures. (Recordings of interviews are required.)

Conducting the Interview

- Introduce the individuals participating in the interview and describe how the interview will be conducted.
- Make the interviewee aware that you are recording the session.
- Ask questions about the vitae (e.g., gaps in employment, special training, or a change of profession).
- Ask why the person is interested in leaving their current position.
- Ask one or two technical questions about the job.
- Ask one or two questions to help determine how those you interview may complement your department and the campus community (e.g., "What is your philosophy of ____?").
- Ask follow-up questions as appropriate.
- Ask the interviewee if they have any questions.
- Explain to the interviewee the next step in the selection process.
- Thank the candidate for their time.

TIPS - On-Campus Interviews (required for tenurable positions ONLY);

Interview Preparation Checklist

- The hiring department or college sends a welcome package to interviewees.
- Confirm travel and lodging arrangements.
 - **Candidates must make their airline reservations** and purchase their airline tickets. MTSU will reimburse the candidate after travel is completed. MTSU does not pay for airline tickets in advance. If a cancellation or reimbursement is required, the airlines will only make those to the person named on the ticket.
- The department chair or designee should make hotel reservations for each candidate. It is ideal to limit lodging for faculty candidate interviews to one night unless it is impossible to do so. Hotels should bill the lodging expenses directly to the department (will be paid from the college recruitment account). Ensure the hotel provides the in-state rate or lower.
- Arrange transportation from the airport or another location.

- Search committee members should be responsible for picking up candidates from the airport and hotel, returning them to the hotel and airport, etc.
- Use **Caution** during the travel time to and from the airport, being sure not to venture into areas of conversation considered inappropriate for an interview.
- Arrange a tour of the local community (if appropriate).
- Arrange a campus tour.
 - Search committee members should escort candidates around campus to interview sessions.
- Interviews will be arranged by the search committee, including the department chair and dean.
- Arrange a meeting with the vice provost for research services.
- Include the provost in on-campus interviews for upper-level administrative faculty positions (dean, chair).
- Schedule the candidate's presentation. (Internal candidates **may not attend** presentations by other candidates.)
- Schedule meals and breaks as appropriate.
 - The search committee members should provide meals for candidates.

Note: By completing a Travel Expenses Claim form, search committee members may be reimbursed for travel expenses to transport a candidate to and from the airport. The faculty member who pays for a candidate's meal and any other faculty member in attendance (limited to 2 additional) may be reimbursed for those meals by completing a Food Purchase Authorization form. Receipts are required for guest meal reimbursements. Alcohol is not reimbursable.

TIPS - Good Interview Questions to Consider for Faculty:

- Describe your teaching style.
- Describe your teaching philosophy.
- What technology applications have you utilized in the classroom?
- How do you engage students, particularly in a course for non-majors?
- Share your ideas about professional development.
- What changes have you brought to the teaching of-?
- How would you go about being an advocate and resource for using technology in the teaching and learning process?
- What courses have you created or proposed in the past five years?
- What are the most essential attributes of a good instructor?
- Where would this position fit into your career development goals?
- How do you define good teaching?
- What do you think are your greatest strengths as an instructor? In which areas do you think you can use some further development?
- How do you think your teaching style can serve our student population?
- What professional development activities have you been involved in over the past few years?
- What pedagogical changes do you see on the horizon in your discipline?
- How would your background and experiences strengthen this academic department?
- How do you adjust your style to the less motivated or under-prepared student?
- What are your current research interests? Have you involved your students in your research?
- What is the most recent book and article that you've read?

TIPS - Interview Questions to AVOID

- Where were you born?
- What is your birth date?
- How old are you?
- Do you have a disability?
- Are you married?
- What is your spouse's name?
- What is your maiden name?
- Do you have any children?
- Do you have childcare arrangements?
- What is your race or ethnic origin?
- Which church do you attend?
- What is your religion?

Acceptable Alternative Questions *(only if there is a bona fide, job-specific reason. If you ask one candidate, you must ask all candidates.)*

- Do any responsibilities conflict with the job's attendance or travel requirements?
- Are you able to work in the United States on an unrestricted basis?
- Can you perform the duties on the job description with or without reasonable accommodations?
- Do you have any conflicts that would prevent you from working the schedule discussed?
- What languages do you speak or write fluently?
- Have you worked under any other professional name or nickname?
- Do you have any relatives currently working for this institution?
- Would anything prohibit you from making a long-term commitment to the position and the institution?

TIPS – DO's & DON'Ts

- **Limit closed questions** – they elicit a one-word, yes or no answer. Example: Did you do curriculum development?
- **Ask open questions** – they elicit expanded responses, allowing you to gauge their thought processes, values, etc. Example: Would you explain the method you employ when developing curriculum?
- **Avoid Leading Questions** – leading questions suggest an answer; the candidate will feel compelled to agree with you. Example: You like working in teams, don't you?
- **Ask questions about bona fide occupational qualifications** – they should only relate to the candidate's job ability.
- **Avoid questions about protected classifications**- do not ask questions about gender, race, nationality, age, disability, religion, etc. Example: You don't look old enough to have a PhD; how old are you?
- **If a candidate brings up classification, then it is okay** – if the candidate opens the door by asking about a particular area, then it is permissible to discuss that topic. Example: My husband is also a professor; do you offer spousal relocation services?

TIPS - Questions for Evaluating Presentations

- Was the presenter professional?
- Was the presenter well prepared?
- Was the learning objective clear?
- Did the presenter attempt to establish rapport with the audience?
- Did the presenter demonstrate mastery of their subject?
- Did they effectively present the subject matter (that is, with sufficient clarity, at the right pace, and so on)?
- Were their handouts or other learning aids helpful?
- Did they use the learning aids effectively?
- Did they handle questions well?
- Did they engage the audience and hold its attention?
- Did the presentation start and end on time?
- Did you learn something worthwhile from the presentation?
- Did the presenter display oral proficiency in the English language?

TIPS - During the Interview

- Let the applicant do most of the talking.
- Keep the interview on track.
- Observe nonverbal behavior.
- Take notes – remember, they **will** become a part of the search file. Use caution; notes you find helpful to identify a candidate could unintentionally indicate a bias for/against a candidate.
- Leave time for the candidate to ask questions.
- Notify the candidate that we **must** check listed and unlisted references.
- Describe the remainder of the search process and the time it will take.
 - Express appreciation for the candidate's interest in the position. Ask if the candidate has any questions for the committee.
- Thank the candidate for their time.

TIPS - After the Interview

- Give the candidate a brief overview or written synopsis of benefits.
- Answer any questions related to salary. (The department chair should submit the Salary Recommendation Form to Academic Affairs before the interview so they can discuss it with the candidate.)
- Evaluate the candidate.
- Document the interview.
- Search committee members should not have contact with a candidate after they leave campus unless it is a standard process implemented for ALL interviewed candidates. If candidates contact search committee members, it is acceptable to answer questions. However, committee members **shall not** provide early notification of the recommended finalist to other candidates or applicants.

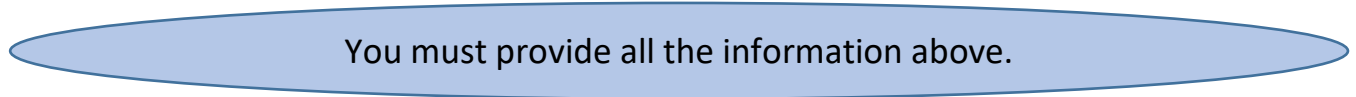
TIPS - Interviewing at Off-Campus Sites (Tenurable Faculty Recruitment)

The university supports efforts to recruit and employ faculty essential to the mission of academic quality. To be competitive, academic departments must continue to identify effective procedures that allow for timely interviews of applicants for faculty positions.

The following guidance applies to interviewing applicants at off-campus sites. The guidance applies only to candidates in a pool **already approved by IE&C** AND who have participated in a previous telephone interview.

Search committee members participating in interviews at off-campus sites should consist of

- at least 3 (three) members, and all members must be present at the time of each interview.
- at least one member whose area of concentration is similar to the advertised position.



You must provide all the information above.

In addition to the above:

- The interview questions must be job-related and consistent for all candidates.
- All candidates should be invited to the off-site interviews (screenings). If the off-site interview is not possible for some candidates, they should be allowed to have an additional interview with the search committee.
- Interviews should be conducted in neutral, non-threatening areas.
- Interviews **should not** be conducted in hotel rooms of committee members or candidates.