

APPENDIX A

REFERENCE GUIDE FOR SEARCH COMMITTEE

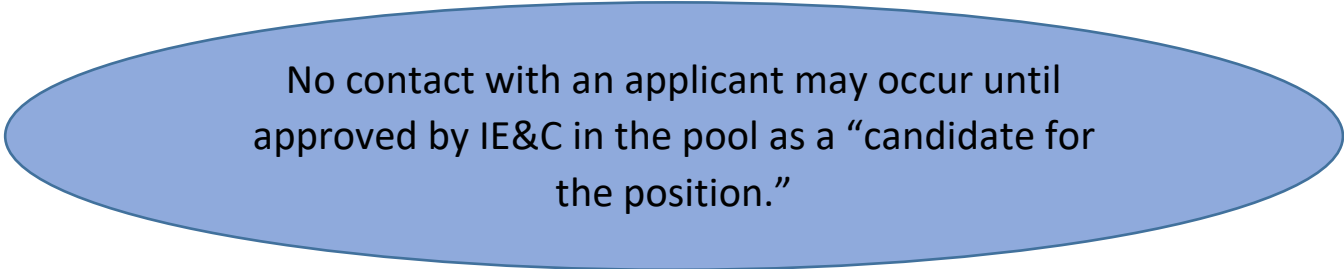


This Reference Guide for Search Committee Members will provide additional assistance throughout the faculty screening and hiring process. We have included a quick review process overview, tips on screening and conducting interviews, and helpful resources.

Search committee members need to review this entire Full-Time Faculty Recruitment Guide (particularly the SCREENING APPLICANTS section) so they familiarize themselves with the recruitment and hiring process. Committee members should attend the faculty recruitment discussions to learn of changes and share experience with new committee members.

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

Committee members cannot review applicants before the review date established for the posting. The email provides a link to access the applicants/materials and a link to the Selection Criteria Form each committee member will use to perform their reviews. PLEASE REFER TO THE “Using the System” guide for step-by-step instructions for reviewing applicants. The search committee chair will be the only committee member to 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 criteria to be used during review of applicants, which **must** adhere to 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 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 department chair with the list of applicants being recommended in the pool;
7. After 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 solicitation;
9. Large pool – when using a tiered approach, initiate contact to schedule phone/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. Department chair changes status for 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/video;
12. Department chair submits salary recommendations along with CV to Ms. Becky Cole;
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. Committee shall not rank finalists; department chair and dean will determine finalist to be recommended.

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

It is important to check references to limit employer liability, verify information, and reduce cost of rehiring/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. (Audio records of interviews are helpful IN CASE a committee member cannot attend.)

Conducting the Interview

- Introduce the individuals participating in the interview and describe how the interview will be conducted.
- Make the interviewee aware if you are recording the session.
- Ask questions about the vitae (e.g., gaps in employment, special training, or a change of professions).
- 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 the interviewee's complement to 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

- Hiring department or college sends Welcome Package to interviewees.
- Confirm travel and lodging arrangements.
 - **Candidates must make their airline reservations** and purchase their airline tickets. Reimbursement will be made after the travel has been 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. Lodging

expenses should be directly billed to the department (will be paid from the college recruitment account.)
Make sure the hotel provides the in-state rate or lower.

- Arrange transportation from airport or another location.
 - Search committee members should be responsible for picking up candidates from the airport, hotel, getting them back to the hotel, airport, etc.
 - **Caution** should be used during the travel time to/from airport, being sure not to venture into areas of conversation considered inappropriate for an interview.
- Arrange tour of local community (if appropriate).
- Arrange campus tour.
 - Search committee members should escort candidates around campus to interview sessions.
- Arrange interviews by search committee, including department chair and dean.
- Arrange meeting with Vice Provost for Research Services.
- Include Provost in on-campus interview for upper-level administrative faculty positions (dean, chair)
- Schedule candidate's presentation. (Internal candidates **may not attend** presentations by other candidates.)
- Schedule meals and breaks as appropriate.
 - Search committee members should take candidates for meals.

Note: By completing a Claim for Travel Expenses 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 process you employ when developing curriculum?
- **Avoid Leading Questions** – leading questions suggest an answer; the candidate will feel compelled to agree with you. Example: You do like working on teams, don't you?
- **Ask questions about bona fide occupational qualifications** – they should only relate to the candidate's job ability.
- **Stay away from questions related to 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 aides 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:

- Shall reflect diversity of male/female gender diversity and federally recognized ethnic minority representation.
- Shall consist of no fewer than 3 (three) members, and all members must be present at the time of each interview.
- Shall consist of at least one member whose area of concentration is similar to the advertised position.

All information above must be provided.

In addition to the above:

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