



Office of Career Services

SECURING AN ACADEMIC JOB IN MUSIC

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ACADEMIC JOBS IN MUSIC – INTRODUCTION

There are approximately 35,000 music positions in approximately 1840 Departments or Schools of Music at the collegiate level in the United States and Canada. Although some faculty members have a position at more than one school, there is still a large core of positions available to qualified musicians. Positions become open for a variety of reasons: departments may decide to expand their offerings, current faculty may take another job elsewhere, may fail to get tenure, may resign, retire or expire!

Getting a suitable job for you is a process that takes time, commitment and energy on your part. Good preparation is critical.

There are two kinds of positions at the College Level:

Tenured (in ascending order of rank): Assistant Professor, Associate Professor, Professor, (and Professor Emeritus).

Chairs of Departments are usually Associate Professors at the very least. Deans of Departments have usually attained the rank of Professor.

Untenured: Adjunct, Lecturer, Instructor (often Assistant Professor positions without a completed Doctorate).

HIRING CYCLE

Schools and Colleges affiliated to the NASM (National Association of Schools of Music) are bound by regulation to hire for ranking (tenured) positions by May 1 of each year for the following academic year. For a timely search to be held, these positions must typically be nationally advertised by mid-February at the latest. The prime time for positions to be advertised is between September and approximately February 15. When this cycle occurs, prime interviewing time is February, March, and the beginning of April.

When existing faculty take a new position in this cycle, they must also notify their department of college by May 1 that they will be unavailable for teaching in the following fall. The vacancy created in this situation must then be filled, but because there is not enough time to do a full search, typically a one-year (untentured) position will be advertised. This is subject to be re-advertised as a tenured position for the following year (pending suitable funding for the position). Although one-year candidates often have an advantage in securing the tenured position, there are no guarantees; however, in most cases, upon a successful application for the tenured position, the one-year position should count towards an individual's tenure case.

THE APPLICATION PROCESS

APPLYING FOR A JOB WHICH MAY NOT EXIST – CREATING AN ADJUNCT POSITION

If you plan on relocating to a particular area, or wish to continue living in your current location without a tenured position, you should consider adjunct work as a viable, shorter-term possibility. Adjunct work is essentially done on an "as needed" basis, and departments (especially smaller ones) are often willing to expand their offerings on an adjunct basis. However, adjunct work is often a case of creating your own job opportunity. Adjunct work is attractive to all parties concerned: a student is able to get instruction, a department is able to expand its offerings at little or no cost, and adjunct faculty members receive a salary and get solid work experience. This helps them to attain a tenured position at a later point in time. Usually, adjunct work is on a part-time basis, and comes with minimal (or zero) benefits. Adjunct faculty may sometimes be paid directly by the student, but more often than not will be paid through the department. For example, if a chemistry student wants to take additional guitar lessons as an elective, once that student has registered for the class, a prorated portion of the student's tuition will be transferred from the College of Arts and Science to the Music Department or the College of Fine Arts. Adjunct work is funded through this sort of tuition charge-back.

If you are contacting a music department to see if adjunct work may be a possibility, your approach should indicate your flexibility and willingness to adapt to the changing needs of the department, in addition to establishing your credentials. Since there may well be no work available at first, do not send more materials than you have to - typically a cover letter / letter of inquiry and a résumé or curriculum vitae will suffice. If more materials are required, the department will follow up with you. It is often easier to create adjunct work for yourself once you have moved to a certain area, have an opportunity to meet with a department in person, or have established yourself locally through performances, etc.

The College Music Society website <<http://www.music.org>> is an excellent source of information. You can search for colleges and music departments by name, city, state, country, zip code, zip code range, or area code.

APPLYING FOR A JOB WHICH DOES EXIST

This involves a more structured approach in which the application parameters are spelt out for you in the job description. It is important to remember that there is no one job-listing source that has EVERY job currently available in music. However, there are a variety of sources which, when used together, will enable you to be informed about job listings in your field of expertise.

JOB LISTING SOURCES

- **<http://www.rochester.edu/Eastman/careerservices>**. Links to resources, including academic joblinks
- **Music Vacancy List**: Issued by the College Music Society, www.music.org. Members may receive the weekly via e-mail or monthly by hard-copy. Membership currently ranges from \$25 (student rate) to \$55 (regular membership) or \$65 (joint membership). An excellent source for job listings.
- **Chronicle of Higher Education**: Available in most libraries. Jobs are posted online at <<http://www.chronicle.com>>. Typically, jobs posted from last week are available FREE, jobs posted for the current week are available by subscription. Another excellent source for listings.
- **Job Vacancy Bulletin from the Eastman School of Music**: One of the most comprehensive listings issued by a career center at a music college. Free to current registered students at Eastman, available to alumni via email (\$30 per year) and hard copy (\$42 - US / Canada, \$50 - overseas). Issued biweekly.
- **Affirmative Action Register**: <http://www.aar-eeo.com>. This is a FREE, searchable online database.
- **Society for Music Theory Listserve**: Subscribe to this listserv online; check < <http://smt.ucsb.edu/smt-list/smithome.html>> and click the link for Membership. The general SMT mailing list (smt-list) is for discussion of various topics in music theory, as well as for posting informative announcements (notices of conferences, regional, national, and international meetings, employment opportunities).
- **American Musicological Society Listserv**: Information on subscribing to the relevant listserv is available at <<http://sas.upenn.edu/music/ams>>. The AMS list is a site on which job listings in musicology are posted, including messages on a variety of issues pertaining to musicology.
- **Conductor's Guild**: Appearing monthly, the Guild's *Conductor Opportunities Bulletin* lists current vacancies and news of study opportunities and competitions in orchestra, opera, chorus, music theatre, wind ensemble and band. Fees: \$85 per year (\$50 for students). For more details, check: www.conductorsguild.org.
- **New England Conservatory Newsletter**: Issued 24 times a year, electronically. \$48 for 24 issues. For information: visit <http://www.newenglandconservatory.edu/career/index.html> or call (617) 585-1118.
- **Indiana University Newsletter**: <<http://www.music.indiana.edu/som/placement>> Updated regularly.
- **Peabody Institute Job Vacancy Bulletin**: < <http://www.peabody.jhu.edu>> Good resource, bi-weekly.
- **Jobs in the Performing Arts**: Monthly. \$59 annual subscription. Lists a number of academic jobs among many non-academic jobs. For more information, call: (703) 506-4400.
- Check **College websites** directly for employment opportunities. A site linking to all Music Departments and Schools in the US and Canada is available on a website maintained by the Office of Career Services. Check:
<http://www.rochester.edu/Eastman/careerservices>

ALL OF THESE PUBLICATIONS ARE AVAILABLE FOR PERUSAL IN THE OFFICE OF CAREER SERVICES.

THE JOB DESCRIPTION

Pay attention to the details listed in the job description. If necessary, contact a department directly to obtain a complete listing as some of the above sources (especially the not-for-profit ones) may edit the original listing for inclusion in its publication. When reading the job description, think about exactly what the job entails - build up a picture of the environment to which you may be applying. Make sure that the job is suited to your background, skills and interests. Other questions you should consider are:

- Is it a one-year position or a tenured position? What is the rank?
- Could the job have a strong internal candidate (it might if the requirements are especially specific)?
- When does the position start?
- Is a doctorate required? If so, it may still be possible to be hired for the position without a doctorate, but not at the tenured rank advertised (i.e. you might be hired at the Instructor level pending completion of the doctorate for an Assistant Professor position listed as 'doctorate required').
- How many references are requested? "Send three references" generally means send three references - sending more may mean that only the first three received are read. When is the deadline? - If you find out about the job close to the deadline or right after the deadline, contact the department or the chair of the committee directly to see if applications are still being accepted. Generally, requirements for a job at a public institution are more strictly adhered to than at private institutions where late applications may be accepted after the deadline.

RESEARCHING THE JOB

It is absolutely important that you research EVERY job to which you apply. Minimally, you should check the website for the department (if it exists) and for the College or University of which it is a part. Talk to your faculty about particular schools; it is possible that somebody you know will know either about the quality of the department, or possibly somebody in the department. Use your contacts. You should also check the "Directory of Music Faculties in Colleges and Universities, U.S. and Canada", available in all good music libraries and available in the Office of Career Planning and Placement for perusal.

Check for details about the department including:

- Faculty member listings
- Nature, focus and philosophy of the department
- Teaching loads
- Degree programs offered
- Faculty makeup (part-time or full time, ranking, Bachelor's, Master's or Doctoral degrees attained)
- Whether the school is a member of the National Association of Schools of Music

It is also possible to research salary information about different faculty rank in every University. Annual statistics are published by the Chronicle of Higher Education and are kept on file in the Office of Career Services. This is especially useful later in the process when it comes to knowing how well a College treats its faculty in remuneration issues. However, these figures can only be used as ballpark figures - the salaries are university-wide (which may include figures from Medical and Business schools). Additionally, the figures include information on the average length of employment by rank (the longer this average, the higher the salary); nonetheless, it is a good basic comparative source.

Having good advance knowledge of the environment will help you tailor your application to each individual school. It is important that your application doesn't appear to be a standard application that you have sent to every job on the market. If you don't take the time to show the committee that you are interested enough in the job to have done some basic research, chances are that they won't be particularly interested in your application either.

Always think about who may be reading your materials - Deans of Departments, Chairs of Departments, Chairs of the Search Committee, potential faculty colleagues, possibly even select students at some point of the process. The smaller the department to which you are applying, the higher the possibility that somebody who is not in your area of expertise will be reading your application. Near the end of the hiring process, it is not unusual that an interview with the Dean of the College of Arts may be with someone who is not a musician.

Don't worry about your competition. So what if there are over 150 applicants? Not all of them may be as qualified as you may be. Believe in yourself, and make the effort to ensure that ALL of your application materials show you in the best possible light. If you are applying for junior faculty positions, you are typically going to be applying with your peers, or your peers who may be a year or two ahead of you. You are not necessarily going to be competing against junior faculty that has 3-5 years experience, unless the position is a particularly attractive one.

MATERIALS YOU MIGHT NEED FOR A JOB APPLICATION

For an organized, timely application, you should have many of the following items either on file or in process, depending on your area of specialization.

1. **Credential File of current references**

A credential file service is offered by the Office of Career Services. To set up a credential file, visit the Office and fill out the necessary paperwork; there is no charge to establish a file. Your referents can send your reference letters directly to the Office, either on their own letterhead or on the “official” Eastman School of Music reference forms (these can be picked up in the Office of Career Services). Letters from your file may then be sent out at your written request for a nominal fee. It is your responsibility to ensure that reference letters are sent to the office in a timely manner.

2. **Current transcripts**

Job listings may require official or unofficial transcripts. Make sure your most recent degree awarded is specified, and check for inaccuracies. While copies of your transcript can be sent with your credential file, they are considered unofficial. Only the Office of the Registrar issues official transcripts. They can be contacted at (585) 274-1220 or by e-mail at registrar@esm.rochester.edu.

3. **The core of a good cover letter or ‘letter of application’**

This will have to undergo significant modifications, depending on the job description.

4. **Résumé or Curriculum Vitae (a long, detailed résumé)**

A good résumé or CV takes time. This is a critical part of your application. Get advice from your faculty or a career office professional!

5. **Recent recording of high quality (in cassette, CD, or video format)**

The recording should probably last 30-40 minutes or less. Put your best material first. Make sure both the audio and performance quality are good. Investigate the possibility of having your recording done in a CD format - the cost for this is significantly decreasing.

6. **Additional materials often required by search committees include:**

- Video of rehearsal or performance (for conductors especially) or teaching ability (studio lesson, masterclass)
- Portfolio of scores (for composers), publications or articles (for theorists and musicologists)
- Bibliography of publicly presented papers (if not in Curriculum Vitae)
- Statement of your teaching philosophy
- Copies of concert programs and reviews
- Repertoire list
- Evidence of research or creative activity
- Samples of scholarly work
- List of courses taught or courses that you would feel comfortable teaching
- Evidence of successful teaching (statements from previous students, teacher evaluations, success of students)
- Evidence of committee work
- Names, addresses and other contact information of additional referents
- Any additional supporting materials you deem appropriate.

42 TIPS FOR COVER LETTERS

1. One word: Spellcheck!
2. A good cover letter and Curriculum Vitae are documents that will get you an interview; no more, and no less. It’s the interview that gets you the job.
3. A cover letter should complement a Curriculum Vita or resume, not duplicate it.
4. A cover letter needs to be written with ONE specific job in mind.
5. Write a cover letter after you have done some research about the institution to which you are applying.
6. Don’t assume that a cover letter will be read from beginning to end. You must craft it so that the reader is drawn in to the content.
7. When writing a good cover letter, there is an art to telling the reader something they want to hear, without them realizing that you are telling them something they want to hear.
8. A cover letter should immediately establish the reason for sending the letter in the first place, and identify the specific job for which you are applying. It is often useful for the reader to know where you heard about the job, or where you saw it advertised.

9. Whereas a Curriculum Vitae or resume is essentially a document of past events, a cover letter offers tremendous potential to talk about your future.
10. After reading a cover letter, a potential employer should feel that you could be an ideal match for the needs of the department, and that the personality that comes off the page is that of a future COLLEAGUE.
11. To save a considerable amount of time later on, take time to really craft a solid core of text. HOWEVER, tweak this core to meet the demands of a particular position; this DEMANDS time AND attention to detail.
12. A cover letter that takes no time to put together is probably not going to work.
13. The closer you are to your documents, the harder it is to see GLARRING ERRORRSS!!!
14. You should try to get a couple of people to read your documents so that you hear opinions about what works and what does not. Even if these are completely contrary, you are in a better position to make an informed choice about how you feel.
15. There always comes a certain point in time when you just have to send the darn thing off.
16. The staff of career offices can easily be suckered into reading your cover letters and Curriculum Vitae.
17. No matter how good a cover letter guide is, your cover letter will never be in it.
18. You will learn more about writing a cover letter by doing it than reading about how you should do it.
19. The first choice a committee often makes is which one of the following two piles should your documents go into...a) Should read more carefully, b) Guess what? Write your cover letter with this in mind.
20. Don't make any assumptions about your reader. You should also not assume that the search committee is entirely comprised of people in your field, so make sure that the content of your cover letter is comprehensible. Phrases that you don't even think about saying may mean nothing to a reader.
21. The content of a cover letter can be crafted in such a way that it generates potential points of departure in an interview. You should think through some of the questions that your cover letter might raise.
22. A cover letter should not be difficult to read under any circumstance. It should convey the maximum amount of information with the minimum of effort on the part of the reader. Think carefully about your choices of language, font, layout, and spacing.
23. The visual impact of a cover letter and Curriculum Vitae should not be underestimated. The first thing a reader should **not** think upon seeing your documents is: "It's going to be a struggle to get through this".
24. Flow on the page is critical. Think about the structure, and how your ideas progress. There should be a logical progression from beginning to end. This is critical in guiding the reader to the end of the page.
25. Don't assume that the entire letter will be read. It is your responsibility to keep the attention of the reader.
26. At regular intervals, you should try a completely fresh approach to your cover letter.
27. The presentation should not distract the reader from the content. This is a critical issue. The presentation must serve the format. The ideal presentation is one that is not noticed.
28. There is no one correct way to write a resume. There is an infinite number of incorrect ways.
29. Before you write a cover letter, be at one with the job description for at least 5 minutes.
30. Keep a copy of each cover letter written for each position, so that if and when you get an interview, you can remember what you wrote.
31. A cover letter should complement your Curriculum Vitae in such a way that your application stands out from the pool of applicants. With this point in mind, think carefully about your particular strengths that you can work to your advantage.
32. The content of a cover letter is dictated primarily by the job description, and secondarily by your experience.
33. A cover letter can highlight particular points on your resume to which you want to draw attention.
34. It is possible to convey everything you have to say on one page.
35. If you have to go to two pages, make sure that the letter is interesting enough to warrant this.
36. Three words: Tweak, tweak, tweak.
37. Beware of one-word lines; space is critical. Paraphrase so that you can save yourself an entire line.
38. You want to tell the employers that you would be an ideal candidate for the interview process without saying it directly. This is the result you want in their minds by the time they finish reading your documents, but this should be implied by the content.
39. You are in complete control of how the reader will feel after reading your letter.
40. You have to be able to defend everything you put on the page. At the same time, you should aim to represent yourself in the best possible light.
41. Under no circumstances should a cover letter feel and/or read like a form letter.
42. You should not assume that you will hear back from a search committee. This can be a very frustrating part of the process. But remember that the job search is a process – it takes time, energy and perseverance.

SAMPLE FORMAT OF A COVER LETTER

Current Address
City, State, Zip

Date of Writing

Full Name of Individual, Title
Organization or Institution
Street Address
City, State, Zip

Dear Ms., Mr., Prof., Dr., (If none listed, just start the letter - it's better not to start: To whom it may concern/Dear Search Committee/Dear Chair, etc...)

1st Paragraph

Indicate your formal application for a specified job. Be sure to state the exact name of the position, and the institution to which you are applying. Tell how you heard of the opening or where you saw the vacancy listed. Try to create an immediate interest so that the reader will continue. You might want to establish exactly where you are professionally at this point, or if not in this paragraph, then at the beginning of the second paragraph. . If possible, end the paragraph by indicating your ability and enthusiasm to do the job.

Central Paragraphs

Discuss your qualifications and experiences as they apply to the job description and qualities of a likely candidate. Cite specific examples to graphically illustrate your qualifications. Indicate what it is about the specific job or department that interests you, not only commenting on what you can do for them, but also what they can do for you in your professional development. If you have no directly-related experience, this section needs to point out your related skills to explain transferability. Give specific examples of your experience to back up your statements. This section should continue to create in the reader a desire to pay close attention to your materials.

Last Section - 1 or 2 paragraphs

Close your letter, reiterating your interest and making it clear what the next step will be. Indicate that you look forward to hearing from them soon, that you would be interested in speaking with them further about the position and that you would be happy to provide more materials upon request. You should additionally let them know if any additional materials will be arriving under separate cover – for example, a credential file from the Office of Career Services.

Sincerely,

(Your handwritten Signature)

Type your full name

Enclosure

**** **This letter should be direct and concise.** Try to keep it to one page or two at the most. Spelling and grammatical errors are unacceptable in your cover letter or in any of your materials. Make sure that you fill the page. Don't leave a lot of white space when you could be making a stronger case for why your application should receive the highest consideration. Keep subjectivity off the page as much as possible, but don't be afraid to let your passion and commitment shine. Think about your audience. Read it from their perspective.

20 RESUME AND CURRICULUM VITAE TIPS!

Many of the same basic criteria apply to résumés and Curriculum Vitae (CV) as to cover letters.

1. The primary differences between a résumé and a vita (curriculum vita) concern issues of detail and content. Typically résumés end at page one or two, CVs begin on page 3, but length is a secondary concern. A résumé is a summary of one's experiences. A CV typically is an evolved résumé tailored to meet the rigors of a search for an academic position. Content typically includes earned degrees, evidence of research and/or scholarly work, teaching at the collegiate level, presentations and publications.
2. Don't use a CV that has evolved over the course of time from your high school days! Start over. Take a pen and a blank sheet of paper and brainstorm all of your achievements. Focus on quality and content; don't think about presentation at this point, and don't do this at the computer.
3. After you have finished brainstorming, start organizing your thoughts into similar activities.
4. Think about how you want to present yourself to a search committee. Think carefully about what the job description typically requires. Remember that the committee will only know of you what you send them. They will not make any assumptions or 'leaps of faith' about your achievements. Is the committee primarily looking for an educator, a performer, a researcher, or a combination of these or other skills?
5. When formatting the CV, think carefully about the order in which you are laying out the content. Does it reflect the image you are trying to create? Does the CV have a natural and logical flow? Does it establish your suitability for the position from the very beginning?
6. In the formative stages of a CV, don't worry over the ordering of each section, or the content within each section. Although there are a myriad of details to organize, as you craft your CV, a preferred layout will begin to emerge. Use the advice of a colleague, a mentor or a career office to get feedback. Always remember that everyone will have an opinion - take their opinion into consideration, but think carefully before making any changes.
7. The layout of a CV should be visually consistent from beginning to end. Make sure that it is 'inviting to the eye' so that it gets read from beginning to end.
8. Items at the same level of importance should have the same details of presentation - font size and selection, placement on the page, etc. Be consistent. Make sure there are no obvious inconsistencies. Be aware that the longer you work on a document, the harder it is to see obvious mistakes.
9. Think about the pacing of the CV. Is it too short or long? Too cramped or too spaced out? As your eye roves over the document, are the important pieces of information noticeable, or are they buried in detail?
10. Find the balance between misrepresenting you (bad!) and under-representing yourself (just as bad - shame on you!). Find your happy medium between these two extremes; you must aim to represent yourself in the best possible light - this means giving accurate, detailed descriptions where necessary, using just the right turn of phrase, etc.
11. Don't let the presentation be distracting. It is a secondary consideration to the content. A good CV is one, which is easy to read, and whose presentation is not even noticed. This is the ultimate goal!
12. Wherever possible, don't break sections or subsections of content across the page; try to avoid one-word lines. Rearrange material or rewrite it so that the end of a section corresponds with the end of a page.
13. It's usually a good idea to make sure that your name is on each page, but make sure it is 'out of the way'.
14. When applying for an academic job in music, one of the most important issues that will be considered is the depth and quality of your previous (collegiate) teaching experience. Give good, detailed descriptions of all quality, relevant teaching experiences. Make sure that any collegiate experience that you may have at the faculty level is obvious as such.
15. Consult résumé and CV books for ideas, knowing that yours will never be in any of these books.
16. There is no one fixed format for a CV. But make sure that your contact information, your education and your relevant experience are clearly laid out.
17. The vita and cover letter are used to screen out candidates who are not qualified for the advertised position. As a result, the vita must be informative, impressive, attractive and accurate!
18. The length of a vita is determined by the content. The greater your experience, the longer your vita should be. Good vitas are concise, direct, and factual; additionally, they contain little punctuation, and no prose. Keep your points short, use 'power verbs' and strive to make an impact!
19. The style of your vita should establish a particular tone of excellence; it should be consistent with your general writing style.
20. Laser-print your CV and use quality paper.

SUGGESTED CURRICULUM VITAE CATEGORIES

Adapted from “The Curriculum Vitae Handbook” - Using your CV to present and Promote your Academic Career”, by Rebecca Anthony and Gerald Roe (first edition)

Objective – Make sure it is focused, well written, relevant. If you use an objective and it is vague, generic, or irrelevant, the rest of your CV may not even be read.

Professional Overview – Present the essence of your experience in 4-5 lines or less, either in prose or in a point format. Can be very effective.

Education – Educational Background, Educational Overview, Professional Studies, Academic Background, Academic Preparation, Academic Training, Degrees, Principal Teachers, Dissertation, Dissertation Title, Dissertation Topic, Comprehensive Areas, Master’s Project, Thesis.

Professional Competencies, Course Highlights, Educational Highlights, Proficiencies, Areas of Knowledge, Areas of Expertise, Areas of Experience, Areas of Concentration in Graduate Study, Graduate Field Work, Graduate Practica, Internships, Teaching / Research Assistantships.

Teaching Interests, Academic Interests, Research Interests, Educational Interests, Professional Interests, Professional Experience, Professional Background, Academic Appointments, Teaching Experience, Teaching Overview, Experience Summary, Experience Highlights, Research Experience.

Academic Accomplishments, Professional Achievements, Career Achievements, Career Highlights, Background, Research Overview, Administrative Experience, Consulting Experience, Continuing Education Experience, Related Experiences.

Academic Service, Advising, Professional Service, University Involvement, Service, Outreach, Faculty Leadership, Major Committees, Committee Leadership, Departmental Leadership, Professional Association Advisory Boards, Major University Assignments, Conferences Attended, Conference Participation, Conference Presentation, Conference Leadership, Workshop Presentation, Convention Addresses, Lectures and Colloquia, Scholarly Presentations, Programs and Workshops, Professional Activities.

Presentations and Publications, Publications, Scholarly Publications, Scholarly Works, Bibliography, Books, Professional Papers, Technical Papers, Refereed Journal Articles, Editorial Appointments, Articles/Monographs, Reviews, Research Awards, Grants and Contracts, Patents, Exhibits/Exhibitions, Arrangements/Scores, Performances, Recitals, Recordings, Radio and TV broadcasts.

Scholarships, Fellowships, Academic Awards, Honors, Distinctions, College Distinctions, Activities and Distinctions, Honors and Awards, Prizes, College Activities, Affiliations, Memberships, Professional Memberships, Memberships in Scholarly Societies, Professional Organizations, Honorary Societies.

Professional Certification, Certification, Licensure, Endorsements, Special Training.

Foreign Training, Study Abroad, Travel Abroad, Languages, Language Competencies.

Dossier, Credentials, Placement File, Recommendations, References.

CREDENTIAL FILE

If you are going to be actively applying for positions, you should open a credential file with the Office of Career Services before you graduate from Eastman. It can also be opened as an alumnus, any time after you graduate. Contact the office to pick up the relevant forms. Your credential file generally consists of your set of references (as specified in your pre-form) and unofficial transcript (must be initially requested from the Office of the Registrar). If you would like to supply a focused credential sheet highlighting your skills, it can also be included in your file. In its absence, a basic cover sheet giving your name and contact information will be supplied, based on the most current information you have provided. Additionally, if you have certification documents, copies of these can also be placed as part of your file.

Most job applications require a placement file or a credential file in the initial stages of a job application. However, in recent months, there has been a growing trend for committees to request letters directly from referents, or letters that have been written specifically with a particular job in mind. If you are applying for many jobs, as a courtesy to your referents, you should set up a placement file with the Office of Career Services. It saves your referents the trouble of having to write the same letter for each of your job applications. Once you know that a letter from your referent has actually arrived in your file, you can be confident that it will be sent out to arrive in a timely manner. Until a letter has arrived in your placement file, do not assume that a letter has been written or sent, despite assurances that it has! Most letter writers have the best intentions, but are often swamped with a variety of duties, including writing letters of recommendation for people other than you. Make sure they have enough time to write a good letter on your behalf.

Choose referents you are confident will write stellar letters for you, and who will take the time to 'go to bat' for you. The referents should know your work well, and should not necessarily be 'big names'. When asking these people for letters of reference, ask them if they would feel comfortable writing a good letter of reference on your behalf. Depending on their response, you can choose whether or not to have that letter sent out. By choosing your referents carefully, you retain a large degree of control over the quality of your credential file.

Confidential letters are recommended. They generally carry much more weight in a committee's mind. If you choose to have confidential references placed in your file, the only thing that you can be told about your file is whether or not the letter has arrived. The Office of Career Services will not advise you on which letter is better to use, etc, since it compromises the integrity of the confidential nature of your file. Confidential references allow your writers to speak openly and candidly about your skills. So choose carefully!!! . It is your option to choose whether you want non-confidential or confidential references.

When applying for a position, you should send a detailed résumé or curriculum vitae with your application materials (cover letter, tapes, videos, reviews, programs, etc.). Because these materials change so often depending on circumstances and different job descriptions, your job applications will be more successful if you regularly update these materials and send them independently from the credential file. If you have a credential sheet, you should refer to your vita by including a phrase similar to: "FOR MORE DETAILED INFORMATION, SEE CURRICULUM VITAE UNDER SEPARATE COVER." Tapes will not be sent as part of your credential file.

Eastman's official reference forms are available in the Office of Career Services, and upon request. Using these forms give your file a professional and consistent appearance. Please ask your referents to use these forms if possible. If necessary, this form can be attached to extra pages. You may have up to three different reference sets sent out as different positions dictate. Each set should list the names of referents in the order you would like their references read. Sets can be updated anytime by e-mail or telephone.

Most vacancy notices and placement ads request three to five current letters of reference as part of the application process. Your references should be relatively current. References that date back more than five years are not considered current, but can still be used. However, you should bear in mind that old references do not represent your current level of work and achievement.

It is your responsibility to check with the office to make sure that your references have been received. When we receive your request to have your file sent out, the references that are in your file at that time will be sent. At your request, your file can be held until a particular reference letter arrives, but don't forget that this may hold your file up indefinitely. Credential file requests must be made in writing (on paper, via e-mail, via fax, etc.); they will not be taken over the phone.

RECORDINGS

Make sure that any recording sent is a current, accurate representation of your performance abilities. Listen to your tape BEFORE you send it off to ensure that the tape has music on it, that no problems in whatever editing or dubbing may have occurred, and that the sound quality is acceptable. Put your best playing first. Make sure it is clear to the listener what they are listening to, or what to expect (annotate the recording). A compact disc format allows the listener to pick and choose much more easily to different tracks, but consequently this means that each track, especially the beginning of each track, has to be of the highest quality. It is unlikely that all the committee will listen to your recording in its entirety. They are simply trying to quickly assess the caliber of your work. In the event that they do reach the end, that is generally a good sign. Remember that committee members are busy people. They will not have the time, energy or inclination to wade through a recording that is a waste of their time.

SENDING THE APPLICATION OFF

Do everything to ensure that the application arrives before the deadline. When deadlines are open, get your application in as soon as possible – if it is more than 3 to 4 weeks following the date when the initial deadline was posted for applications to be considered, contact the department to see if they are still accepting applications. If they aren't, you are wasting your time.

THE WAITING GAME

The earlier the application deadline in the hiring cycle (September - May 1), the more time committees have to sift through applications. You can call the departmental secretary to see if your application arrived (especially if you call close to the time you mailed it off), but be prepared for the chair of the search committee or the department to pick up the phone and interview you on the spot!!!

Once your application has arrived, a committee will get in touch with you on their schedule. You have no rights or control over this part of the process. You may never get an acknowledgment that your file arrived, or that is complete. You may only get a postcard to return to the human resources office (for statistical purposes only). The first notification you get may be to let you know that they have just hired somebody for the position; they may even let you know that this person has fewer tangible credentials than you. For example, let's say you have completed your doctorate; they may "be happy to announce that they have hired so-and-so who is currently enrolled in a doctoral program somewhere else". Don't allow the waiting game to frustrate you. Don't take it personally. It's part of the process.

If the school where you really, really want to teach has not yet been in touch with you, it may be appropriate to get in touch with the school to see if they can give you any guidelines as to the timeliness of their search. It is even more appropriate if you are going to interview at other schools, or even have an offer from another school. However, be sensitive to their schedule – it's ultimately outside of your control. If they are behind on the timeline, or you are not part of their plans, you may just have to give up on this 'perfect' job. Remember: if they don't hire you, it can also be their loss.

COMMITTEES

Committees are made up of human beings; some searches are well run and some are not. Bear in mind that their schedules are probably already very busy, and that in the initial stages of the process, they need to get the best impression from your application in the minimum amount of time. Typically, the smaller the department, the fewer people will be involved in the process; the bigger the job, the more people will be involved. Think about what sort of things you would be looking for in a candidate if you were on a hiring committee. Focus not only on quality of achievements, but issues of future potential, demonstrated ability to do the specific job advertised, and the search for somebody that they will want to work with in the future. The idea of collegiality is an important part of the hiring process, although it often comes during the interview stage, and not in the initial application. Because committees are varied in makeup, it is impossible to predict what impression your application will make on an individual member. One person may feel that your application is strong, another may feel it is average. Some people may like your recording or your CV, others may be annoyed with your layout. So when you are putting your application together, be yourself. Don't try to be somebody who you think the committee will want you to be.

A well-run committee will manage its search in a timely manner, and will give each candidate his or her due. Ultimately they will make their choice on the materials you send them. Focus on what makes your application unique. You may hear from your referents that a committee has been in touch with them to establish certain things about your letters of reference (including whether or not the individual contacted wrote the letter!). If the individual is phoned personally, this is generally a good sign because it means that your application has been favorably received. However, this may also mean that they are collecting more information to better assess their final candidates for interview. You still may not make this final cut.

THE INTERVIEW PROCESS

THE PHONE INTERVIEW

The phone interview is more often than not a very unsatisfying experience for both parties, but it allows a department to probe your skills and interests more conveniently and more cheaply than going through the expense of an on-site interview. Make sure you are clear when the phone interview has been scheduled. Be available at least 30 minutes in advance so that you are relaxed and relatively well-prepared in advance of receiving the call. The call may involve one member of the committee, or could be a conference call involving multiple members of the committee. Have a copy of all your materials you sent them accessible (particularly your cover letter and your vita), since many of their initial questions may focus on points or strengths which you have brought up. Have a clear expectation of what you would like this phone interview to accomplish – you want to make a good enough impression to make it to the next round – no more and no less; you will usually not be hired directly from the phone interview alone.

Don't script your answers; instead, make a list of key points that you can talk about at relative ease on particular topics. Make sure you have a clear understanding of the position and the department, and have questions prepared if necessary. The committee may well give you an idea how the remainder of the search will happen. Remember: it is still on their deadline, and you are not in any position to make demands. They will probably assume that you are also in the market for other jobs. If you are high on their list, they know that you will probably be a good candidate for other positions. This means that they will need to move quickly if they are to secure your employment (if you are their candidate of choice). Follow up with a thank you note, and use to opportunity to re-iterate your interest in the position. Set up a mock phone interview with your career center if you have concerns about how you might react in a phone interview setting.

ON-SITE INTERVIEWS

Congratulations. At this point, you have already convinced the committee that you are a very strong candidate, and they are probably looking forward to meeting you as much as you are nervous about going to a live interview. For most junior faculty positions, they are already pretty confident that you can do the job. However, they will want to make sure that you are the best candidate they can hire. They are also looking to hire somebody that will be a future colleague, somebody that will be an asset to the department, and also somebody who is willing to make a commitment to the department.

Generally, all expenses of the interview should be covered by the institution. As this is not always the case, it should be verified in advance (politely). The interview is conducted both for the committee members to meet with you personally, and for you to examine the department, its staff, students and facilities. In advance of the interview, you should have the details of exactly what the committee has planned for you – pre-interview dinner, interview timetable (with the committee, and possibly the Dean, vice-president, department chair, or students), recital performance, masterclass or lecture presentation on an assigned topic, etc. Be prepared to change or modify your presentations depending on the level or knowledge of your audience (particularly in a masterclass or lecture situation). Bring additional copies of your vita if necessary. If a committee takes you to lunch or dinner, eat before you go, or order carefully! Then you can talk while THEY eat, which is what they prefer.

Continue to research the position, the department and the institution. Find out the past, present and future focus of the department, the concerns of the administration, etc. Analyze your strengths and weaknesses, and be prepared to discuss them if necessary. Anticipate likely questions and practice interviewing skills. Be professional, prepared and in control at all times. Breathe – don't let nerves take over. Don't present yourself as a student applying for a first job. Present yourself as a professional, and as a future colleague.

Avoid discussion of salary at this point; you should know the salary range from your pre-interview contacts or through your research through the Chronicle of Higher Education. Details of salary will be discussed upon a job offer being made, and is often made not by the committee but the Dean of the College (who may not be on the committee). Inquire about tenure and promotion criteria, the record of the department in student placement, the fringe benefits in general terms, etc.

Send a thank you note. You can use this opportunity to add information if you feel it is appropriate, but above all, DON'T OVERDO IT! Many people who are eminently qualified for a position talk themselves out of a job. More often than not, they don't realize that this is the primary fault with their application.

If you get an interview and somebody else gets the position, it is not inappropriate to ask for advice or feedback on 'what to do next time'. This is usually well received if you take the approach that you are trying to learn as much about the interview process. However, committees may be wary of giving you specific reasons that they didn't hire you out of concern that this could be used against them at a future date.

If you've never had an interview for a position at this level, you can set up a mock interview in your career center. The mock interviewer enjoys playing the role of a committee chair, academic dean, faculty member or student.

THE JOB OFFER

Congrats again; now the job offer is on the table. The job offer is often made on the phone. A time frame should be given in which to make the offer. Salary will generally be discussed along with the offer. Remember that you are always at a disadvantage if you talk about an acceptable dollar figure first. Additional issues to be discussed could include:

- moving expenses
- whether or not you will have a computer
- whether or not you will have a teaching assistant
- what your course load and your committee work obligations will be each semester
- options for additional teaching (typically at extra remuneration)
- options for faculty development
- options for sabbatical
- student advising load
- benefits: health benefits, life insurance, retirement benefits (how much does the institution contribute to your 403b (retirement plan), how soon will you be vested (i.e. how soon will the institution start making these payments - this can range from immediately to two years later, etc).

It is possible that some or all of these issues may be non-negotiable, but you need to know these details in advance of making a decision.

Once the job offer is on the table, it is yours to turn down. However, you should respond with an answer in a timely manner. You should not be pressured into an immediate decision – this goes against all standard hiring practices. However, an offer needs to be accepted or rejected in a timely manner so that an offer may be made to an additional candidate if necessary. Once the negotiations are complete, a written contract will be drawn up for your signature. A verbal contract of acceptance is held to be as good as a written acceptance.

HIRED, BUT HAVEN'T FINISHED YOUR DEGREE?

Plan for a timely completion of your degree program. Actively plan to finish this sooner rather than later. Your tenure case may depend on it. Now that you have a job, a completed dissertation or final degree recital is the icing on the cake - it won't make or break your career. Aim to complete all requirements; talk to your supervising faculty about it (remember, you are still a 'student' in their eyes until all requirements are filled).

ESSENTIAL RESOURCES

- <http://www.rochester.edu/Eastman/careerservices>
- Yourself - Be proactive for your career - it won't happen by itself.
- The Chronicle of Higher Education
- Directory of Music Faculties in Colleges and Universities, US and Canada (Issued by the College Music Society)
- All job sources
- The Curriculum Vitae Handbook (Anthony and Roe)
- University Teaching - A Guide for Graduate Students (Lambert, Tice and Featherstone)
- Your faculty
- And most importantly: YOUR CAREER CENTER AND ITS STAFF

USE YOUR CAREER CENTER TO ITS FULLEST POTENTIAL – WE ARE HERE TO HELP YOU!

WEBSITES FOR JOBS IN ACADEMIA

All of the following sites have links at <http://www.rochester.edu/Eastman/careerservices/Joblinks.htm>.

USA

Chronicle of Higher Education: - One of the premier sources for academic positions, available for perusal in the Office of Career Services each Friday, Website provides links to last week's jobs (free) or this week's jobs (by subscription), many articles and additional resources for the college job hunter.

Music Vacancy List: - Issued by the College Music Society. An excellent source for job listings. Members may receive the weekly listing via e-mail or monthly by hard-copy.

Affirmative Action Register: - National EEO recruitment publication directed specifically to females, minorities, veterans and disabled persons; open as well as to all candidates. Searchable by employer, state or type of position; includes Academic Administrative and Faculty, Librarian, Research and Additional Opportunities. Updated monthly.

Academic360.com: - One of the leading resources for academic employment opportunities on the Internet. There are hundreds of web resources for faculty and administrative employment opportunities by discipline, function, college, location.

Academic Position Network: - Faculty, administrative, and professional staff positions posted by institutions in the US, Canada, Australia, Europe, the Middle East and Asia. Search by state/country, field of interest, type of position, and institution type.

Adjunct Nation: - Excellent source for adjunct faculty resources and jobs. The JOB-LIST contains listings for both part-time, as well as full-time temporary college faculty appointments. Listings are posted by universities throughout Canada, Mexico, Europe, the Middle East, Asia, Australia and Africa. Also offers advice on job applications, and CV posting service.

Higher Ed Jobs Online: - National database for open faculty and staff positions in higher education at affiliated institutions, free for both candidates and institutions. Excellent source; search jobs by location, by keyword, and by category (administrative / staff, executive, faculty, or part-time / adjunct positions). This is the former "Jobs in Higher Education" site.

American Association of Community Colleges (AACC): - Job listings and many additional resources for community colleges. The CareerLine is a collection of online job announcements from the AACC Community College Times.

Women in Higher Education: - Extensive lists of announcements from schools actively seeking applications from qualified women candidates for administrative and faculty positions. (Positions are open to all qualified candidates). Listings are not currently searchable by keyword, only by position type and geographic location.

Academic Employment Network: - Lists jobs available at the University and K-12 level. Job listings are searchable by state, but it's not a really user-friendly site. Additional fee-based service available.

NationJob's Education Listings: - Lists range of higher education and K-12 positions; focus is primarily on the Midwest. Database is searchable by category, location and salary. Also offers resume services.

Music Library Association - Job Placement Service: - Excellent job listing site for Music Libraries.

California Community Colleges Jobbank: - A service allowing a search for faculty and administrative positions at California Community Colleges. As an additional service, 'The Registry' allows prospective candidates to enter their information into a database screened by 71 Human Resource Offices for the colleges.

EDUCAUSE: - The mission of EDUCAUSE is to transform education through information technology. Lists jobs in higher education, mostly related to information technology. Music positions occasionally appear.

Jobs and Services in Student Affairs: - Great resources and listings of jobs created by and for professionals in Student Affairs.

Job Bank from the National Association of Graduate-Professional Students (by membership)

American College Personnel Association: - More jobs in Student Affairs - occasional music-related listings.

College and University Personnel Association: - Jobs in human resources in higher education institutions.

National Association of Colleges and Employers: - The JOBSITE site is a comprehensive sites for career advice, and has a good job listing search page. A complete table of contents is available [HERE](#).The jobsearch page is listed [HERE](#).

Musical America online Career Center - Searchable database of performing arts positions. You will be able to search for a job and company that matches your talent, skills and personality.

Academic Careers Online: - Global academic job site to search or announce teachings, post doc, endowed chairs, administrative and senior management opportunities at (community) colleges, universities and research institutes in the US, Canada and around the globe.

New York Foundation for the Arts: - National database of information on grants, awards, services, and publications for artists in all disciplines. Search for programs that might benefit you.

CANADA

Canadian University Music Society (CUMS): - Faculty and administrative job listings in Canadian Universities and Colleges.

Canadian Association of University Teachers (CAUT): - Canadian faculty job listings searchable by category.

Association of Canadian Community Colleges (ACCC): - The Association of Canadian Community Colleges is a national, voluntary membership organization created in 1972 to represent colleges and institutes to government, business and industry, both in Canada and internationally. Job listings available in French and English.

Monster.com - Canada: - Large, searchable database; sometimes includes faculty positions / jobs in education in Canadian colleges and universities.

Education Canada Network (ECN): - Educational employment opportunities in Canada, from school districts to universities. Search by position, category, and location. Also offers great resources regarding certification information, resume tips and salaries.

AUSTRALIA

[Campus Review](#): - International Academic Job Market; updated weekly, jobs in various disciplines. Searchable by job type, location and status. Campus Review is the journal of record in education in Australasia.

Career One: - Database of jobs in the Australian marketplace including jobs in Universities. Searchable by industry and location.

[My Career.com](#): - Good, searchable database for jobs including music; additional searches by category. Run by a publishing company, it lists classified ads from a number of publications. It also offers career resources and advice.

[Monster.com Australia](#): - Comprehensive, but generic listings. Good search engine.

UNITED KINGDOM

[Jobs.ac.uk](#): - A good source for jobs in Great Britain - research, science, academic, teaching and management jobs and studentships in the public and private sector. Complete listings or keyword search available.

[The Directory](#): - A Google-run search engine providing job links to web resources in the United Kingdom.

Eduserv Vacancies: - Academic, staff and research positions in the higher education sector of the United Kingdom. Search by discipline.

Higher Education & Research Opportunities in the United Kingdom: - Great resource for university and college jobs, as well as related career information.