



**FACULTY SEARCH COMMITTEE PROCESS  
AT  
NOVA SOUTHEASTERN UNIVERSITY**

July 2007

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# **SEARCH COMMITTEE POLICY**

## **Search Committee Process**

The University has adopted a policy that requires the formation of search committees to screen, interview, and recommend to the Dean of the employing academic unit qualified candidates for vacant faculty positions. An Affirmative Action Representative will serve on the search committee.

Each Search Committee, in cooperation with the Office of Human Resources, will arrange for appropriate publication of notices concerning open and approved position openings.

## **Full-time Faculty Appointments**

Applicants for faculty positions are required to submit curriculum vitae, working academic transcripts of graduate degrees, abstracts of recent publications, and three letters of recommendation from professionals who are knowledgeable about their academic/employment performance on-line.

The head of the employing academic unit selects the chairperson and several faculty members from within the academic unit. This committee is knowledgeable about the requirements of the vacant position and serves as the formal search committee with the Affirmative Action Representative.

The Search Committee screens the faculty application packet, selects those who meet the academic and experiential requirements, interviews the top-ranked candidates, and checks references. During the applicants' visits to the campus, other faculty members will have the opportunity to meet with the candidates. In many instances, candidates are invited to present a lecture to the faculty and students. The Search Committee recommends one or more of the most highly qualified candidates to the Dean. The Dean of the employing academic unit selects the finalist and takes the recommendation letter to the Vice President of Academic Affairs or the Chancellor of the Health Professions, as appropriate, who will present the recommendation to the President, who makes the final decision.

Where it is required or recommended by an accrediting body, individual centers may establish procedures, which provide a greater faculty role in the selection process.

Once the finalist has been offered and has accepted the position calls will be made to candidates that were interviewed and regret letters will be sent by the chair of the search committee to those applicants not selected. If reference checks are requested in addition to the three letters of recommendation required, it will be the responsibility of the search committee chair to conduct the reference checks on the final candidate(s) prior to the Dean extending an offer.

## **Affirmative Action/Equal Opportunity**

Nova Southeastern University will take affirmative action to employ qualified members of minority groups, and ensures that no discriminatory hiring or employment practices shall exist.

In line with this policy, all employees will be provided an equal opportunity to be considered for promotion or transfer regardless of race, color, religion, creed, age, sex, sexual orientation, disability, political affiliation or belief, national origin, veteran status or marital status - if they satisfy the education (or equivalent) and experience requirements for the position. However, no employee is guaranteed either a promotion or a transfer.

In order to ensure that all employees will be afforded an equal opportunity for promotion or transfer, all job vacancies will be posted on the NSU web site. Employees interested in applying for an announced vacancy will have until that position's closing date to electronically submit an internal application. The Director of Human Resources may waive or shorten the posting requirement in circumstances under which the operation of a department would be adversely affected.

In furtherance of the Affirmative Action Policy and the University's philosophy, the University will maintain an Affirmative Action Committee and appoint an Affirmative Action Officer who will oversee the Affirmative Action Committee. The Officer or committee members will serve on search committees, and will be called upon from time-to-time to serve on grievance investigations and/or hearings on matters involving elements of discrimination.

# **ROLE OF FACULTY SEARCH COMMITTEE MEMBERS**

## **Chair**

Organizes search process from beginning to end according to guidelines set forth in this document as well as any additional guidelines set forth by the respective center (if any).

Explains the role of the affirmative action representative(s) as well as the responsibilities of the search committee members.

Presents, organizes and distributes job description and position requirements with any unique circumstances or criteria for consideration by the committee, explains timelines, and serves as liaison with dean (hiring authority).

Outlines the importance of inclusion, the advisory role of the committee, and the need for confidentiality.

Distributes the OHR benefits packet and refers candidates to OHR for benefits information and clarification.

Serves as voting member of the search committee.

## **Affirmative Action Representative**

Ensures that candidates have applied through the online application system.

Ensures that the committee members follow all aspects of the University's policies, including the Affirmative Action Policy as well as all federal, state, and local laws and regulations as pertains to employment.

Ensures that equal employment opportunities and affirmative action guidelines are followed in all aspects of the search process.

Ensures that the search committee follows the guidelines set forth in this document to maintain a consistent and non-discriminatory search process.

Ensures that all applicants are treated with fairness, equality, and consistency.

Ensures a structured interview plan that will help achieve fairness throughout the search process.

Reviews and approves committee members' interview questions prior to interview.

Serves as a voting member of the search committee.

## All Search Committee Members

Provides valuable input into the search process by taking part in the criteria review, candidate review, interview process, selection/recommendation process, etc.

Serves as voting member of the search committee.

### *Considerations for selecting Search Committee Members*

- Members should share different perspectives, expertise in the field, and a demonstrated commitment to diversity
- Members should represent diverse backgrounds
- Members should have the capability of communicating with each other, the campus community, and with candidates

## **THE SEARCH PROCESS AT-A-GLANCE**

Please refer to The Faculty Search Process (following) for details.

### **■ ORGANIZATIONAL MEETING**

- Chair explains roles of Affirmative Action representatives, as well as responsibilities of search committee members.
- Dean or Chair explains job requirements, job description, and qualifications needed by candidate.
- Committee establishes criteria for evaluation of résumés.
- Committee establishes ranking/rating scale.
- Committee evaluates résumés (and transcripts where applicable).
- Committee prepares questions for candidates.

### **■ CHAIRPERSON ARRANGES INTERVIEWS WITH CANDIDATE**

- Contacts Travel Office to alert and authorize candidates' travel dates. Arranges housing and transportation.
- Contacts candidates to instruct them to contact NSU Travel Department.
- Informs candidates of the number of nights NSU will be covering, etc.

### **■ THE INTERVIEW**

Chair

- Introduces candidate and committee members.
- Provides brief background on center/university.
- Describes position.
- Explains procedure.

Committee

- Conducts interview, asking behavioral questions.

Chair

- Answers candidate's questions.
- Provides benefits packet.
- Explains next steps.
- Thanks candidate.

### **■ POST INTERVIEW**

- Committee discusses/ranks candidates.
- Chair or designee conducts reference checks.
- Chair makes recommendations to Dean (hiring authority) after committee members reach

a consensus on the ranking of candidates.

- Chair sends regret letters to unsuccessful candidates, with copy to the Office of Human Resources.
- Chair completes online affirmative action report.
- Dean (hiring authority) extends offer to candidate of choice.

Dean (hiring authority) sends memorandum to the Office of Human Resources with candidate's start date and back-up data, including résumé and official transcripts.



## **THE FACULTY SEARCH PROCESS**

The search for a new faculty member is both routine and unique. The mechanics of the process are the same no matter what position or department: advertise, review applications, interview, select and recommend. However, each position has specific qualities and departments will have their own selection criteria and candidate qualifications. The following section identifies the major components of the search process and offers suggestions for how departments can modify the process to reflect their special hiring needs.

### **Getting Organized...**

- Chair explains role of Affirmative Action representative, as well as responsibilities of search committee members.
- Dean or Chair explains job requirements, job description, and qualifications needed by candidate and provides departmental or school consensus on areas of specialty and other specific requirements.
- Committee establishes criteria for evaluation of resumés.
- Committee establishes ranking/rating scale.
- Committee evaluates resumés (and transcripts where applicable). Do NOT write on any materials presented by the applicants including, but not limited to vitaes/resumes/applications, cover letters, transcripts, publications, etc.
- Committee develops a set of interview questions (behavioral and situational) that will be asked of all applicants.
- Chair develops a realistic timeline for recruiting and interviewing, working backwards from a target completion date.
- Chair establishes a system for managing records including nominations, applications, letters to candidates.
- Chair establishes a process for communication – addressing confidentiality issues with committee members and faculty members in the department.
- Chair is clear on communicating the role of the committee.
- Chair develops a list of selection criteria and facilitates the process for rating candidate applications. The selection criteria are qualifications and conditions candidates must meet to be considered for employment, such as:
  - Education
  - Relevant Experience (research, teaching, etc.)
  - Publications
  - Professional job-related associations/memberships
  - Skills
  - Knowledge
  - Abilities
  - Special Factors
- Chair facilitates committee reaching consensus on how different qualifications will be weighted (e.g., research versus teaching experience).
- Committee identifies the possible candidates.

- Chair coordinates telephone interviews to narrow the candidates list to only those who will be invited to campus for personal interviews.
- Chair generates and distributes to committee members a written list of questions to be asked of all candidates during the telephone interview.
- Chair arranges the on-campus interview process.
- Chair generates and distributes to committee members a written list of all questions to be asked of all candidates during personal interview.

### **Evaluating the Applicant Pool...**

*Do NOT write on any materials presented by the applicants including, but not limited to, vitaes/resumes/applications, cover letters, transcripts, publications, etc.*

- Chair includes all committee members in the evaluation process.
- Committee uses predetermined selection criteria to rate applications on minimum and preferred qualifications.
- Committee reviews vitaes/resumes/applications; note previous experience and any items to be clarified, as well as questions to be asked (see sample attached).
- Chair verifies that academic preparation is in compliance with SACS criteria (see attached).
- Committee identifies the top candidate pool and review how well each applicant's qualifications can contribute to the academic center and NSU's goals.
- Committee determines whether it is advisable to conduct telephone interviews for a short list of semi-finalists. If so, develop a consistent set of questions to be asked of each candidate and determine how the answers will be rated. (See sample telephone interview questions.)
- Committee develops a short list of candidates to be invited to campus for further interviews.
- Committee develops a consistent set of questions to be asked of all candidates during personal interview (see sample attached).
- Chair develops an interview schedule that includes: time with the search committee, meetings with students, faculty and University personnel; a lecture presentation; and hosted breakfast, lunch and/or dinner.
- Chair shares the procedures for travel expenses and reimbursement for entertainment. NSU policies and procedures for travel need to be followed.

### **Arranging Interviews with the Candidates...**

- Chair or designee contacts Travel Department to arrange lodging and transportation.
- Prior to campus visit, chair provides every candidate with information about the University.
- Chair reminds committee members that all candidates are potential "friends" of the University and should be treated accordingly.

## **Interviewing Process...**

- Chair makes introductions of candidate and committee members.
- Committee establishes rapport with candidate by:
  - Maintaining eye contact with the candidate;
  - Not allowing interruptions (e.g. turning off all cell phones, pagers, etc);
  - Begin interview on time.
- Chair describes the agenda.
- Chair explains the search procedure.
- Chair describes the academic center and its goals as well as a brief history of the University and its goals.
- Chair describes the position and provides the candidate with a copy of the job description and allows candidate to review it.
- Committee obtains background clarification, if needed.
- Conduct interview, asking behavioral and situational questions previously selected.
  - A complete answer to a question should include a description of the situation, the action(s) that the candidate took and the end result.
  - The interviewer should use follow-up questions until a complete picture is formed.
  - Questions are most effective when they begin with *what, how, tell me, describe, or give me an example.*
  - During the interview maintain eye contact and allow for silences while candidate is preparing responses.
- Ask candidate if there is any information that he/she wishes to discuss which would be important for the committee to know. This allows candidate to highlight his/her professional accomplishments.
- Ask candidate if he/she has any questions for the committee.
- Explain next steps, when a decision will be made, who candidate can contact with any future questions (chair), etc.
- Secure three academic/employment references.
- Thank candidate.

## **Post Interview...**

- Committee completes evaluation form for each candidate at the conclusion of each candidate's interview.
- Committee will meet to discuss/rank candidates. Chair solicits written remarks from those who met with or interviewed candidates other than committee members. (A rating form can be developed for this purpose.)
- Chair conducts reference checks. (Please refer to attached Telephone Reference Check form.)
  - Secure permission from the candidate before contacting references.
  - All reference checks must be completed with former supervisors.
  - These reference checks are to be obtained for each selected candidate in addition

to three written letters of reference/recommendation. Letters of reference/recommendation may be from former employees or colleagues as the applicant chooses.

- Chair makes written recommendations to dean (hiring authority) on behalf of the committee.
- Offer is extended to candidate of choice by dean (hiring authority).
- Chair personally calls or emails all finalists not selected as soon as the candidate selected has accepted the position offer with a formal letter to follow. Chair sends regret letters to unsuccessful candidates. For confidentiality purposes, all notes, interview forms, etc. must be destroyed at the conclusion of the search.

## **LEGAL ISSUES/BASIC GUIDELINES AT-A-GLANCE**

Please refer to the Clarification of Legal Issues/Basic Guidelines in Pre-Employment Inquiries (following) for details.

The following guidelines may be used in the interviewing process:

- **Only** job-related questions which enable the interviewer to collect data to indicate the candidate's ability to do the job should be asked.
- The same questions in the same manner should be asked of all candidates.
- Questions dealing with the following matters must be avoided:
  - Age
  - Sex
  - Marital status/Family status
  - Religion
  - Creed
  - Arrest records
  - Race/Color
  - National origin
  - Child care arrangements
  - Height/Weight
  - Military Discharge
  - Veteran Status
  - Pregnancy
  - Disabilities
  - Sexual Orientation
  - Political Affiliations
- The following matters may be discussed:
  - The duties and responsibilities of the job.
  - The organization's missions, programs, and achievements.
  - Career possibilities and opportunities for growth, development, and advancement. (Avoid implying any promise of promotion.)
  - Where the job is located, travel, mobility, equipment, and facilities available.
  - The individual's qualifications, abilities, experience, education, and interests.

## **CLARIFICATION OF LEGAL ISSUES/BASIC GUIDELINES IN PRE-EMPLOYMENT INQUIRIES**

### **■ NAME**

#### **Prohibited**

- Inquiries about the applicant's lineage, ancestry, national origin, descent, or marital status.
- Inquiry into previous name of applicant where it has been changed by court order or otherwise.
- *"Indicate: Miss, Mrs., Ms."*
- No questions regarding name should be posed to any candidate.

### **■ MARITAL AND FAMILY STATUS**

#### **Permissible**

- Whether applicant can meet specific work schedules.

#### **Prohibited**

- Any inquiry indicating whether an applicant is married, single, divorced, engaged, etc.
- Number and age of children.
- Information on child care arrangements.
- Any questions concerning pregnancy.
- Any similar question that directly or indirectly results in limitation of job opportunity in any way.

### **■ AGE**

#### **Prohibited**

- Inquiry regarding applicant age or date of birth.
- Inquiry regarding applicant producing proof of age in the form of a birth certificate or baptismal record.
- Any question alluding to applicant's age.

### **■ DISABILITIES**

#### **Permissible**

- According to the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, applicants can be asked whether they are able to perform the essential job functions with or without reasonable accommodation.

### **Prohibited**

- The Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 forbids employers from asking job applicants general questions about their disabilities
- Any questions regarding a candidate's ability to perform job functions should be referred to the Office of Human Resources for clarification.

## **■ SEX/GENDER**

### **Permissible**

- Questions pertaining to sex/gender are not permissible, except where a bona fide occupational qualification exists.
- Any questions regarding a candidate's sex/gender to perform job functions should be referred to the Office of Human Resources for clarification.

### **Prohibited**

- Sex/gender of applicant.
- Any other inquiry that would indicate sex/gender.
- Sex/gender cannot be used as a factor for determining whether an applicant will be satisfied in a particular job.
- Questions concerning applicant's height or weight.

## **■ RACE OR COLOR**

### **Prohibited**

- Applicant's race.
- Color of applicant's skin, eyes, hair, or other questions directly or indirectly indicating race or color.
- No question regarding race or color should be posed to any candidate.

## **■ ADDRESS OR DURATION OF RESIDENCE**

### **Prohibited**

- Specific inquiry into foreign addresses that would indicate national origin.
- Names or relationship of persons with whom applicant resides.
- Whether applicant owns or rents a home.
- No question regarding address or duration of residence should be posed to any candidate.

## ■ BIRTHPLACE

### Prohibited

- Birthplace of applicant.
- Birthplace of applicant's parents, spouse, or other relatives.
- Requirement that applicant submit a birth certificate or naturalization or baptismal record before employment.
- Any other inquiry into national origin.
- No question regarding birthplace should be posed to any candidate.

## ■ RELIGION

### Prohibited

- Applicants may not be told that any particular religious groups are required to work on their religious holidays.
- Any inquiry to indicate or identify religious denominations or customs.
- No question regarding religion should be posed to any candidate.

## ■ MILITARY RECORD

### Permissible

- Type of education and experience in service as it relates to a particular job.

### Prohibited

- Type of discharge.

## ■ PHOTOGRAPH

### Prohibited

- Requirement that applicant affix a photograph to his or her application.
- Request that applicant, at his or her option, submit photograph.
- Requirement of photograph after interview, but before hiring.
- It is not permissible to obtain or keep a photograph of any candidate.

## ■ CITIZENSHIP

### Permissible

- Whether applicant is eligible to work in the U.S.
- Whether applicant requires sponsorship.



### **Prohibited**

- Questions regarding citizenship should not be asked.
- Whether applicant or his or her parents or spouse are naturalized or native-born United States citizens.
- Date when applicant or parents or spouse acquired United States citizenship.
- Requirement that applicant produce his or her naturalization papers.
- Whether applicant's parents or spouse are citizens of the United States.
- Address questions regarding work authorization with the Office of Human Resources.

## ■ ANCESTRY OR NATIONAL ORIGIN

### **Permissible**

- **Only if job requirement** - Languages applicant reads, speaks, or writes fluently.

### **Prohibited**

- Inquiries into applicant's lineage, ancestry, national origin, descent, or birthplace.
- National origin of applicant's parents or spouse.

## ■ EDUCATION

### **Permissible**

- Applicant's academic, vocation, or professional education: school attended.
- **Only if job requirement** - Inquiry into language skills, such as reading, speaking, and writing foreign languages.

### **Prohibited**

- Any inquiry asking specifically the nationality, ethnic affiliations, or religious affiliation of a school.
- Inquiry as to how foreign language ability was acquired.

## ■ EXPERIENCE

### **Permissible**

- Applicant's work experience, including names and addresses of previous employers, dates of employment, reasons for leaving.

### **Prohibited**

- Any non-job related questions.

## ■ CONVICTION, ARREST, AND COURT RECORD

### Prohibited

- Address questions regarding conviction, arrest and court record with the Office of Human Resources.
- Any inquiry relating to arrests.

## ■ NOTICE IN CASE OF EMERGENCY

### Permissible

- Name and address of **persons** to be notified in case of accident or emergency.

### Prohibited

- Name and address of **relatives** to be notified in case of accident or emergency.

## ■ ORGANIZATIONS

### Permissible

- Inquiry regarding candidate's professional or job-related organizations.

### Prohibited

- Do not ask questions related to all organizations, clubs, societies, and lodges to which candidates belong. The names or organizations to which the applicant belongs, if such information would indicate through character or name the race, religion, color, or ancestry of the membership.

## ■ REFERENCES

### Permissible

- Names of persons willing to provide professional references for applicant.

### Prohibited

- Require the submission of a religious reference.

## ■ MISCELLANEOUS

### Permissible

- Notice to applicants that any misstatements or omissions of material facts in the application and/or application materials may be cause for disqualification or dismissal.

**Any inquiry should be avoided that, although, not specifically listed among the above, is designed to elicit information as to race, color, religion, creed, age, sex, sexual orientation, disability, political affiliation or belief, national origin, veteran status, marital status, or arrest and court records unless based upon a bona fide occupational qualification as determined by the Office of Human Resources.**

# **SACS CRITERIA FOR ACCREDITATION**

## **Minimum Standards for Hiring Faculty**

NSU employs competent faculty members qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of its faculty, NSU gives primary consideration to the highest earned degree in the discipline in accordance with the guidelines listed below. NSU also considers competence, effectiveness, and capacity, including as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes. For all cases, the institution is responsible for justifying and documenting the qualifications of its faculty. (Department heads are responsible for ensuring that the faculty member meets the credential guidelines established by the Commission on Colleges or furnish a portfolio providing rationale for an exception).

Faculty teaching general education courses at the undergraduate level: doctor's or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 semester hours in the teaching discipline).

Faculty teaching associate degree courses designed for transfer to a baccalaureate degree: doctor's or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).

Faculty teaching associate degree courses not designed for transfer to the baccalaureate degree: bachelor's degree in the teaching discipline, or associate's degree and demonstrated competencies in the teaching discipline.

Faculty teaching baccalaureate courses: doctor's or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (minimum 18 graduate semester hours in the teaching discipline). At least 25 percent of the discipline course hours in each undergraduate major are taught by faculty members holding the terminal degree—usually the earned doctorate—in the discipline.

Faculty teaching graduate and post-baccalaureate course work: earned doctorate/terminal degree in the teaching discipline or a related discipline.

## SAMPLE APPLICATION/RESUMÉ RATING FORM

20

<b>I. EDUCATION</b> <i>(Points to be assigned by committee)</i>	<b>POINTS</b>	<b>SCORE</b>
B.S./B.A.	0	--
M.A./M.S.	5	5
Ph.D.	5	0
Other _____	<u>5</u>	<u>0</u>
<b>TOTAL</b>	<b>15</b>	<b>5</b>
<b>II. EXPERIENCE</b> <i>(Committee establishes factors and points)</i>		
TEACHING	15	10
PLANNING	5	5
BUDGETING	10	5
PROGRAM DESIGN	5	0
PROGRAM IMPLEMENTATION	15	10
PROGRAM EVALUATION	10	5
RESEARCH	5	0
SUPERVISION	5	5
TRAINING	5	5
INTERVIEWING	5	5
COMPUTER LITERACY	<u>10</u>	<u>5</u>
<b>TOTAL</b>	<b>90</b>	<b>55</b>
<b>III. SPECIAL FACTORS</b> <i>(Committee determines)</i>		
COMMUNITY PARTICIPATION	5	2
PROFESSIONAL ASSOCIATIONS	5	5
PUBLIC PRESENTATIONS	5	0
PUBLICATION	10	7
RESEARCH	10	5
Other _____	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>35</b>	<b>19</b>
<b>GRAND TOTAL</b>	<b>140</b>	<b>79</b>

**SAMPLE APPLICATION/RESUMÉ  
RATING SCORE SUMMARY FORM**

APPLICANT LIST (NAME)	RATER SCORES					TOTAL	AVERAGE
	1	2	3	4	5		
1. <i>Mary Jones</i>	57	62	75	41	87	322	64.4
2.							
3.							
4.							
5.							
6.							

## SAMPLE TELEPHONE INTERVIEW QUESTIONS

### (Title of Your Position) Search

*Note: The telephone interview is of short duration (approximately 15-30 minutes) and is designed to assist in making a decision as to which candidates are to be brought to campus for an in-depth interview.*

Candidate Name: \_\_\_\_\_ Date: \_\_\_\_\_

**Please rate each answer between 0-5.**

**0 = Response is inadequate or not responsive to question**

**3 = Response is satisfactory**

**5 = Response is articulate and comprehensive**

Interview Questions	Points
<p>1. Please provide the highlights of your background and experience as it relates to the position of _____.</p> <p><i>(Approximately 5 minutes).</i></p> <p><b>Comments:</b></p>	_____
<p>2. What is your general philosophy of education?</p> <p><b>Comments:</b></p>	_____
<p>3. How would your students critique your teaching abilities?</p> <p><b>Comments:</b></p>	_____

Interview Questions	Points
<p>4.</p> <p>Comments:</p>	<p>_____</p>
<p>5.</p> <p>Comments:</p>	<p>_____</p>
<p>6.</p> <p>Comments:</p>	<p>_____</p>
<p><b>TOTAL POINTS</b></p>	<p>_____</p>
<p><b>WRAP UP</b></p>	



- Candidates should be asked if they have any questions.
- Candidates should be told of next steps and when a decision will be made.

Candidate's Strengths:

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Candidate's Limitations:

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Other Comments:

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Recommended Action:             Interview             Do Not Interview

Committee Member's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## SAMPLE IN-PERSON INTERVIEW QUESTIONS (TITLE OF YOUR POSITION) SEARCH

Please rate each answer between 0-5.

- 0 = Response is inadequate or not responsive to question
- 3 = Response is satisfactory
- 5 = Response is articulate and comprehensive

<i>Suggested Interview Questions (committee determines)</i>	<b>Points</b>
<p>1. Please review briefly for the committee your background and experience as it relates to the position of _____.</p> <p><b>Comments:</b></p>	_____
<p>2. Are you presently employed, and if so, why are you looking to leave your present position? If not presently employed, why did you leave your last position?</p> <p><b>Comments:</b></p>	_____
<p>3. What do you know about Nova Southeastern University in general, and what attracts you to this position? How would this position contribute to your career goals?</p> <p><b>Comments:</b></p>	_____
<p>4. _____?</p> <p><b>Comments:</b></p>	_____
<p>5. _____?</p> <p><b>Comments:</b></p>	_____
<p>6. _____?</p> <p><b>Comments:</b></p>	_____

<i>Suggested Interview Questions (committee determines)</i>	<b>Points</b>
7. _____? <b>Comments:</b>	_____
8. _____? <b>Comments:</b>	_____
9. _____? <b>Comments:</b>	_____
10. _____? <b>Comments:</b>	_____
11. _____? <b>Comments:</b>	_____
12. <i>What do you find most frustrating about your job? What do you find most rewarding?</i> <b>Comments:</b>	_____
13. <i>Please take a few minutes to add anything we haven't asked, and tell us what makes you the best candidate for our position.</i> <b>Comments:</b>	_____
<b>TOTAL POINTS</b>	_____

**WRAP UP**

- Candidates should be asked if they have any questions.
- Candidate should be told of next steps and when decision will be made.

**ADDITIONAL RANKING FACTORS**  
(Based Upon Observations During Personal Interview)

	<b>Points</b>
<ul style="list-style-type: none"> <li>■ Presentation (Communication skills, organization, content, etc.) Comments :</li> </ul>	_____
<ul style="list-style-type: none"> <li>■ Impact/Collegiality Comments:</li> </ul>	_____
<ul style="list-style-type: none"> <li>■ Other (Specify) Comments:</li> </ul>	_____
<b>TOTAL POINTS</b>	_____
<b>OVERALL TOTAL SCORE</b>	_____

**Other Comments:**  
 \_\_\_\_\_  
 \_\_\_\_\_

**Candidate's Strengths:**  
 \_\_\_\_\_  
 \_\_\_\_\_

**Candidate's Limitations:**  
 \_\_\_\_\_  
 \_\_\_\_\_

**Recommended Action:**    \_\_\_ Hire                    \_\_\_ Do Not Hire                    \_\_\_ Defer

**Committee Member's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## SAMPLE INTERVIEW EVALUATION FORM

Candidate: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

4 – Very Good  
 3 – Good  
 2 – Marginal  
 1 – Unsatisfactory

Job Standards	Rating
1. Clarification Areas from Resumé/Application	
2. Presence (Impact) (Observation)	
3. Oral/Written Communication (Observation)	
4. Work/Teaching Experience	
5. Technical/Professional Knowledge (Special Job Factors)	
6. Skills	
7. Leadership (If applicable)	
8. Supervisory Experience (If applicable)	
9. Presentation Skills	
10. Other (Specify)	
<b>Total Score</b>	

**Other Comments:** \_\_\_\_\_

**Candidate's Strengths:** \_\_\_\_\_

**Candidate's Limitations:** \_\_\_\_\_

**Recommended Action:**    \_\_\_ Hire                      \_\_\_ Do Not Hire                      \_\_\_ Defer

**Signature** \_\_\_\_\_

**Date:** \_\_\_\_\_

# TELEPHONE REFERENCE CHECK

## FACULTY APPOINTMENT

### Instructions for conducting telephone interview

- Introduce yourself and the purpose of your call.
- Give the name of the applicant and state that the applicant named him/her as a reference for the position of \_\_\_\_\_.
- Give the reference person a realistic picture of the environment in which the applicant will be entering, but avoid non-relevant information (i.e., "lots of women," "A/C doesn't work in the summer," etc.)
- Ask the questions below relevant to the position. Avoid questions not relevant to the position.
- Thank the reference person for his/her time.

Applicant Name: \_\_\_\_\_ Completed by: \_\_\_\_\_

Position Applied for: \_\_\_\_\_ Today's Date: \_\_\_\_\_

Name of Previous or Present Employer: \_\_\_\_\_

Reference Name: \_\_\_\_\_ Reference Title: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Applicant's Title at Previous or Present Employer: \_\_\_\_\_

Employment Dates (given by applicant): \_\_\_\_\_ Confirmation: \_\_\_\_\_

Specifically, what were job duties? \_\_\_\_\_  
\_\_\_\_\_

How would you assess applicant's knowledge/ability for this position?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Identify greatest strengths for this position (include teaching, scholarship, and research activities):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Limitations: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Ability to work with students: \_\_\_\_\_

(continued)

Ability to work with peers: \_\_\_\_\_

Ability to work with supervisors: \_\_\_\_\_

Attendance: \_\_\_\_\_

Reason for leaving your employment: \_\_\_\_\_

Would you reemploy?  Yes  No

Explanation: \_\_\_\_\_

Additional comments:

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