Faculty Search Handbook

Guidelines for Conducting Faculty Searches at Florida Southern College

Effective Fall 2011
# Guidelines for Conducting Faculty Searches at Florida Southern College

**Effective Fall 2011**

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These guidelines are designed to assist Florida Southern College divisions, departments and faculty in conducting successful searches.

At Florida Southern College we are committed to national searches, pro-active recruitment, departmental screening and recommendations, and student involvement.

We are all aware that academic appointments have long-term institutional implications. Given the importance of these decisions, departments should be clear about their own long-term plans as they consider future colleagues. In the process, departments should take the opportunity to seek a diverse pool of candidates who are of the highest quality.

Further, it is important to develop procedures that assure that all candidates receive a fair and complete screening of credentials, while recognizing that timeliness is of the essence. We are, after all, in competition with a number of other liberal arts colleges and universities for the same candidates.

Authorizations for Searches

Regular Full-Time Positions:

- Previously Authorized Searches. If a department has had an unsuccessful previously approved search for a full-time position, the department, under usual circumstances, will be allowed to continue the search during the next academic year. The Dean of the School should contact the Provost’s office (e-mail or paper memorandum) requesting the continuation of the search. If the department is revising the advertisement or re-framing the search, the Dean should file a new Faculty Position Request form included with these guidelines. The department should not move forward with the continuation of the search without the Provost’s approval.

- New Regular Full-Time Positions: Departments requesting authorization to conduct a search for a regular full-time position should complete the following:
  
  o The Recruiting/New Hire Authorization form (See Appendix A) to be submitted either late in spring semester or early in fall semester (as deadlines are set each year).
    • The request may include a rationale for the position, including the following information:
      • whether the position is a new position or replacement position
      • a five-year review of student enrollments, including projections of future student numbers (core, major, minor)
      • programmatic considerations (possible curricular changes, need for current programs)
      • definition of the position (a draft position advertisement should be included)
    • If multiple requests are being made by a single department, the department should be prepared to rank the requests.
  o A tentative list of locations where the position will be advertised
  o A timeline for conducting the search
After the position requests have been received, the Provost will review the position requests with the Deans, the Vice President for Finance and Administration and then with the President. Among the considerations will be finances, student needs, and programmatic needs. Final and official authorization to begin a search comes to the Deans from the Provost.

**Conducting Searches**

Conducting a search for a regular full-time position includes a number of steps, including the following:

1. Creating a search committee
2. Framing the position announcement and posting it
3. Evaluating credentials and logging candidates
4. Interviewing and making recommendations
5. Hiring

**Note on Language:**  
For the purposes of this document:

1) A “semi-finalist” is a candidate with whom an initial interview will be conducted by phone, Skype, or conference interview. This semi-finalist list is generally from 4-10 candidates.
2) A “finalist” is a candidate who will be brought to campus for a campus interview.

**Creating a Search Committee:**

The Provost and the School Dean will consult on the creation of a search committee. The committee should have 4-6 members. Typically at least one of the members of the search committee will not be from the discipline being sought. The Dean of the School shall select the search committee chair.

**Framing the Position Advertisement and Posting It:**

The posting stage involves finalizing the advertisement that will be posted and making a final determination as to where the advertisement will be posted. (Drafts will already have been completed when the position was recommended for approval by the dean and president.)

One of the most important steps in the search process is developing a clear statement of the position. The position description should include a statement of job-required qualifications and responsibilities. Departments should clearly distinguish between required qualifications and preferred qualifications. Both required and preferred qualifications should be directly relevant to effective performance of the job responsibilities.

As the position description is framed, the boilerplate information on FSC and the AA/EOE statement should be included. As a reminder, the School Dean’s office should be cited as the address for replying to the position advertisement.

In general the following requests should also be included in the advertisement:

- Letter of application, including statement of teaching philosophy
- Evidence of effective teaching
- Letters of reference (# to be determined by the department)
- Evidence that the terminal degree will be completed prior to assuming the position, if the advertisement requires a Ph.D. in hand at the time of appointment.

For all regular full-time positions, the position advertisement should be placed in at least one source that is available nation-wide. Typically position advertisements will be posted in *The Chronicle of Higher Education* (in the general advertisements, unless a display ad is approved to include several postings) and in one discipline-specific location. Often on-line advertisements can be placed at no cost or as part of the cost of the print advertisement. *HigherEdJobs.com* is one such example.

See Appendix B for an example of an approved advertisement.
The Dean of the School in which the search is occurring shall submit the job advertisement to the office of the Provost for final approval. The Provost shall forward the ad to the Human Resources Office.

The Office of Human Resources will post all advertisements (unless prior authorization has been approved for a department to post the advertisement in a discipline-specific location).

**Evaluating Credentials and Logging Candidates:**

Since the School Dean’s office will receive all credentials, the dean’s office will send out letters confirming receipt of applications. The dean’s office will also log applications (and materials received separately from the applications). During the process, the dean’s office will assign an applicant number for tracking each applicant’s progress through the system. See Appendix C for an example of the Log of Applicants.

A. **Preliminary Screening:**

As the department begins evaluation of candidates, the following expectations should be adhered to in preliminary screening.

- If the department chooses to evaluate candidates whose files are incomplete, all candidates must be evaluated on the same terms. However, evidence of required qualifications cannot be missing from the credentials. If the department wishes to exclude candidates whose files are incomplete, the same standard must be applied to all candidates.
- Evaluations must focus on the required and preferred characteristics, as stated in the job advertisement. Attributes not included in the job advertisement cannot be used as a way to disqualify applicants.
- In evaluating candidates, one should place primary emphasis on the perceived future performance of the person if she/he were hired by FSC.

B. **References:**

Because references are required, the following expectations should be observed:

- It is important that references be obtained prior to any decisions on whom to contact for campus interviews. Written references may have been obtained in the application process and may be used for this purpose.
- If references are to be checked through telephone contacts, the person making the contact must make notes concerning the call and place them in the candidate’s file. Furthermore, a standard set of questions should be developed and used systematically. No information unrelated to the job can be solicited or used later.
- If the department wishes to conduct phone interviews of references not listed in the application materials, the department should obtain approval from the candidate. It is not necessary, however, to tell the candidate who will be contacted after approval is obtained.

See Appendix D for a sample set of telephone reference questions (that could be adapted for departmental use).

Timing: References through telephone contacts may be made prior to the development of the semi-finalist or finalist list. In other words, the committee may wish to do telephone references prior to the initial interviews or afterwards. In general, most committees will find it more efficient to do telephone interviews only for the finalists (those candidates being brought to campus).

C. **Developing Semi-finalist (short) List for Telephone, Skype, or Conference Interviews:**

As members of the search committee review credentials and make recommendations concerning semi-finalists, search committee members should remember the importance of required and preferred qualifications and make
their judgments on those grounds. A check sheet, something like the following, might prove helpful to all members of the committee (and reviewers of the credentials).

<table>
<thead>
<tr>
<th>Name of Candidate___________________________________</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ph.D. or terminal degree</td>
<td>Yes</td>
</tr>
<tr>
<td>Fields specified by candidate</td>
<td></td>
</tr>
<tr>
<td>Do the fields meet the requirements?</td>
<td>Yes</td>
</tr>
<tr>
<td>Evidence of teaching experience?</td>
<td>Yes</td>
</tr>
<tr>
<td>Quality of teaching experience?</td>
<td>Comments:</td>
</tr>
<tr>
<td>Years of teaching experience?</td>
<td>Graduate:</td>
</tr>
<tr>
<td></td>
<td>Adjunct:</td>
</tr>
<tr>
<td></td>
<td>Full-time:</td>
</tr>
<tr>
<td>References?</td>
<td>Comments:</td>
</tr>
<tr>
<td>And other items as related to the position advertisement….</td>
<td></td>
</tr>
</tbody>
</table>

Once all credentials have been reviewed, the search committee should meet to create a short list for initial interviews (typically 4-10 candidates).

The list of candidates and interview questions should be forwarded to the dean’s office for approval before proceeding.

Search committees may decide to interview the semi-finalists by means of telephone interviews, Skype interviews, or brief interviews at conferences.

1. **Conducting telephone or Skype interviews:**

   It is preferred that a majority of the members of the search committee be present for the telephone or Skype interview. In all cases, the chair of the search committee should be present.

   Members of the search committee conducting the interview should be careful to stay reasonably directed by the set of interview questions. Notes should be taken and placed in the candidate’s credentials file. Appendix E contains a set of suggestions for telephone interview questions. Appendix F contains a list of questions that are illegal (please review).

   If there is any question that the candidate for the position is not an American citizen or does not have an appropriate visa or work permit for the United States, the search committee must inquire “Do you have the appropriate employment authorization to work in the U.S.?” If the candidate does not have authorization to work in the United States, the search committee should not invite the candidate for an interview or continue consideration of that candidate.

2. **Conducting interview at conferences:**

   If it is customary to conduct initial interviews face-to-face at a conference in the discipline, then this is an acceptable practice. Questions should be developed by the whole committee beforehand. Interviews must be conducted in a public setting such as a conference center meeting room or area designated for such interviews. All candidates should be given approximately the same amount of interview time.

   Members of the search committee conducting the interview should be careful to stay reasonably directed by the set of interview questions. Notes should be taken and placed in the candidate’s credentials file. Appendix E
contains a set of suggestions for conference interview questions. Appendix F contains a list of questions that are illegal (please review).

If there is any question that the candidate for the position is not an American citizen or does not have an appropriate visa or work permit for the United States, the search committee must inquire “Do you have the appropriate employment authorization to work in the U.S.?” If the candidate does not have authorization to work in the United States, the search committee should not invite the candidate for a campus interview or continue consideration of that candidate.

D. Scheduling and Conducting Campus Interviews: Finalist Stage

Once semi-finalist interviews have been completed, the search committee should convene to make recommendations for campus interviews (finalists). Once the search committee has made its final recommendations, it should forward its recommendations to the School Dean, along with the files of all candidates who were included in the semi-finalist interview stage.

Typically, a department may expect to have three on-campus interviews. Departments may choose to recommend more than three candidates for on-campus interviews in case one or more candidates show no interest in coming to FSC for an on-campus interview. In the case that more than three candidates are recommended to the dean, the department should rank those candidates in the order in which they might be contacted for an interview.

The School Dean shall consult with the Provost who will give final approval of the campus interview list. Once the dean and Provost have confirmed (or adjusted) the search committee’s recommendations, the dean will communicate with the search committee chair, confirming the final list of finalists. At that time, the department chair or the chair of the search committee will contact the candidate about an interview and the availability of a period of a day and a half on campus.

How a department constructs an interview schedule is its responsibility.

The following are required components of all campus interviews:

- an opportunity for the candidate to display his/her teaching skills (in a specified class, in a forum with faculty and students, or in another teaching venue)
- an opportunity for the candidate to meet formally and informally with members of the department and/or students in the department (breakfasts and lunches at the cafeteria with members of the department, dinners in the community with selected members of the department)*
- an interview with the School Dean (to talk about teaching, scholarly and creative activity, personnel considerations if the candidate joins the faculty at FSC, etc.)
- an interview with the Provost
- a campus tour
- a meeting with a representative of Human Resources
- an interview with Candidate Interview Committee

Recommended (but not required) components of campus interview:

- an opportunity for the candidate to discuss his/her scholarly and creative activity and how these activities will fit into FSC (refreshments may be included and outside faculty members invited)
- a community tour (with a local realtor)
- opportunity for student interaction such as a breakfast or lunch meeting

*Dinner guest lists should be short and should include only members of the department (typically not spouses) and occasionally students. Choice of restaurant should be made with cost considerations in mind, while still providing the candidate a pleasant evening in Lakeland.

An example of a candidate’s schedule is included as Appendix G.
Once the candidate has been contacted and the Provost’s and dean’s schedules have been consulted, the search committee chair in consultation with the dean’s office will work with the candidate to make travel arrangements and hotel accommodations. If airline tickets can be purchased two weeks in advance, typically a Saturday night stay is not required to secure reasonable fares.

A few reminders:

- The candidates will book their own airline tickets. Occasionally, an A.B.D. finalist may need assistance with this purchase and, if so, the search committee chair, in consultation with the School Dean, may make arrangements for purchase of their ticket.
- Mileage for a candidate’s visit is at the current college rate of $.50/mile.
- The college does not reimburse or pay for the costs of spouses or partners who accompany the candidate.
- For reimbursement of travel expenses, college policy requires a W-9 Form be completed by the candidate.

Any salary questions must be referred directly to the Provost’s office. Any questions about the current benefits packages should be referred to Human Resources.

**Interviewing**

From the moment the candidate steps off the plane or arrives to be greeted by a member of the FSC community, the on-campus interview has begun. An interview is multifaceted. For example, we at FSC are recruiting a new colleague while we are, at the same time, evaluating that candidate who may become a member of our community. As a reminder, there is no “off the record” time involved in an interview. Questions from members of the search committee, department, and college should be job-related. If a candidate wishes to volunteer other information, that is fine; but it cannot be solicited.

Evaluation forms should be available to all participants in the interview process. These forms should be returned to the chair of the search committee, consulted in the final ranking of candidates, and made available to the dean, if requested.

**Interview with the Candidate Interview Committee:**

The Candidate Interview Committee interviews candidates for faculty positions and provides observations on a candidate’s potential for excellence in advising, engaged learning, and leadership, using a form available online at [www.flsouthern.edu/academics/faculty/Forms/htm](http://www.flsouthern.edu/academics/faculty/Forms/htm).

The Candidate Interview Committee’s scoring and recommendations are made available to the Search Committee for its deliberations and become a part of the candidate’s file.

Committee members are appointed annually by the Provost.

**Developing final list of recommended candidates:**

Once the search committee is prepared to recommend a final candidate, the search committee should forward the credentials of all interview finalists along with the recommendation to the School Dean’s office for approval. Selection shall be by majority vote. The recommendation will rank the candidates (following the on-campus interviews) and indicate why the particular candidate was chosen. If a candidate merits no further consideration, that should be indicated in the recommendation letter. The School Dean shall discuss the findings of the search committee with the Provost. After final consultation with the President, the Provost will proceed with the offer.
**Hiring:**

As hiring negotiations take place, the Provost will consult with the School Dean, the chair of the search committee and the President. Departments, during the interview process, should be careful what promises are made to candidates. **No commitments** should be made by divisions or departments as to summer school teaching, overloads and supplemental salary incentives, spousal appointments, release time and the like. In some cases, reassigned time is already built into the position. Make sure that reassigned time has been cleared with the Provost prior to offering it as part of the full-time load. Items that may come up in discussions include moving expenses, “start-up” costs, and computers; but commitments to those items must be made in consultation with the Provost and with his approval.

During the negotiation process, no search committee members should be in contact with any candidate. All inquiries should be forwarded the respective School Dean.

Once negotiations are completed and the candidate has accepted orally, a confirming email should be sent to the candidate, and a formal letter of appointment and copies of the contract will be sent (from the Provost and the President) confirming the details of the hire and requesting a signed acceptance of the contract.

The dean’s office will then send letters to all candidates thanking them for their application and indicating the outcome of the search.
Faculty Position Request

Division/Program/Department:

Position Requested:

Requirements for position: (e.g., Ph.D., A.B.D. will be considered; five years experience in.....)

Rationale for position (replacement of retirement or resignation; new position based on student numbers, new position based on programmatic need, etc.) Be specific.

Requested by:__________________________________________________________

Date:_______________________________________________________________
A Checklist for Conducting a Faculty Search

___ New Hire Authorization form sent to Provost.
___ Authorization to begin search received from the Provost’s office
___ Consultation with dean about creation of a search committee and timeline for search
___ Appointment of a search committee
___ Final position advertisement sent to Provost, with locations of proposed listings (at least one must be national)
___ Notice of position advertisement by Office of Human Resources
___ Office of Human Resources office posts position advertisement (and confirms with department, dean and Provost)
___ As applications are received, dean’s office acknowledges them and sends originals to search committee. The search committee is responsible for maintaining all files and monitoring their security (files should be reviewed in a secure departmental location and should never be removed from campus).
___ Search committee begins preliminary screening
___ Search committee creates mechanism for checking references
___ Search committee forwards list of semi-finalists to dean’s office.
___ Authorization from dean to begin telephone, Skype, or conference interviews of 4-10 candidates. The dean reserves the right to consult with the search committee on these recommendations.
___ Search committee conducts initial interviews (using prescribed questions, recording or taking notes for consideration): telephone, Skype, or conference.
___ Search committee checks references. (Note: this may have occurred prior to initial interview with semi-finalists or by use of written references).
___ Search committee deliberates and forwards to the dean a list of finalists (typically three) to be invited for campus interviews. Search committee may forward longer list in rank order.
___ Authorization from the dean to contact candidates for on-campus interviews. Dean will inform search committee to make initial contact with candidates concerning timing of interviews. Consult with the dean’s office to make travel arrangements.
___ Search committee constructs on-campus itineraries
___ Candidates complete on-campus interviews.
___ Search committee consults, reviews credentials, and makes recommendations in rank order to dean.
___ Dean consults with Provost regarding recommendations.
___ Provost or dean conducts negotiations among candidate, department and FSC
___ Provost/president send letters and formal contract
___ Search results in successful hire
___ Search committee returns all files to the dean’s office. Dean’s office sends letters to unsuccessful candidates.
RECRUITING/NEW HIRE AUTHORIZATION SHEET

(This form must be complete and forwarded to HR prior to interviewing candidates for the position)

POSITION TO BE FILLED: _________________________________________________

☐ Position Vacated By: ____________________ Salary or Hourly Rate: $_________

☐ New Position (to be approved by VP of Finance)

POSITION TYPE:
☐ Salaried (Paid monthly; must be approved by VP of Finance)
☐ Hourly (paid bi-weekly)

HIRE OR PROJECTED HIRE DATE ______________________________

  • Salary Range for Position: $ _____________ to $ _______________

Hiring Supervisor ______________________________ Date ______________

Provost ______________________________ Date ______________

VP of Finance ______________________________ Date ______________

Rec’d by HR: ______________________________
Example of an Approved Advertisement

The Criminology Department at Florida Southern College seeks a full-time, tenure-track assistant professor of Criminology, beginning August 2012. The selected candidate will teach three 4-credit hour courses per semester. The ideal candidate will be expected to teach introduction to criminal justice, criminology, and may be asked to teach one or more of the following courses: judicial processes, juvenile delinquency, corrections and rehabilitation, and policing. Prior teaching experience in these areas will be advantageous. The successful candidate will possess a passion for student-centered learning and student engagement, collegiality, concern for students and will participate in academic advising, scholarship and professional development, as well as campus governance and involvement.

The position requires a Ph.D. in criminology or criminal justice by time of appointment; A.B.D. will be considered if completion is assured prior to the beginning of fall semester 2012.

Florida Southern College is a teaching institution that is known for engaged learning and that encourages and supports scholarly activity among its faculty.

Founded in 1885, Florida Southern College is a private, comprehensive United Methodist-affiliated college. The College maintains its commitment to academic excellence through 50 undergraduate programs and distinctive graduate programs in business administration, education, and nursing. Florida Southern has a 14:1 student/faculty ratio; is a national leader in engaged learning; and boasts 27 NCAA Division II national championships. It is ranked in the Top 10 “Best Baccalaureate Colleges in the South” by U.S. News & World Report and is included in The Princeton Review’s “376 Best Colleges” guide and “The Fiske Guide to Colleges 2011.” The College is committed to the development of the whole student through vibrant student life programs that prepare graduates to make a positive, consequential impact on society. Located on scenic Lake Hollingsworth, Florida Southern is home to the world’s largest single-site collection of Frank Lloyd Wright architecture. This year, Florida Southern was ranked the “Most Beautiful Campus” in the nation by the Princeton Review and among the top ten campuses in the nation with the “Best Architecture” by Architectural Digest.

Review of applications will begin on December 1, 2011 and will continue until position is filled. The following items are required: letter of application, curriculum vitae, statement of teaching philosophy, statement of relevant research activities/interests, transcripts and contact information for three references.

Please send to Dr. James T. Byrd, Dean, College of Arts and Sciences, Florida Southern College, 111 Lake Hollingsworth Drive, Lakeland, FL 33801-5698 OR email materials to criminology@flsouthern.edu  EOE.
## Sample Log of Applicants

### Criminology Candidates Log

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>CV</th>
<th>Tchg Phil Stmt</th>
<th>Research Stmt</th>
<th>Transcripts</th>
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<th>Response Sent</th>
<th>Portal Post</th>
<th>Non-Hire Letter Sent</th>
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<td>King, David</td>
<td><a href="mailto:kin256@yahoo.co.uk">kin256@yahoo.co.uk</a></td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>3</td>
<td>yes</td>
<td>10/28</td>
<td>yes</td>
</tr>
<tr>
<td>Batchelder, Kenneth</td>
<td><a href="mailto:zuibec@gmail.com">zuibec@gmail.com</a></td>
<td>x</td>
<td></td>
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<td></td>
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<td>10/28</td>
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<tr>
<td>Nwokoji, Matthew</td>
<td><a href="mailto:mmwoko@yahoo.com">mmwoko@yahoo.com</a></td>
<td>x</td>
<td>x</td>
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<tr>
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<td>x</td>
<td>x</td>
<td>x</td>
<td>2</td>
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<td>yes</td>
</tr>
<tr>
<td>Davis, Wayne</td>
<td><a href="mailto:wdavis909@yahoo.com">wdavis909@yahoo.com</a></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>yes</td>
<td>10/31</td>
<td>yes</td>
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<tr>
<td>Shields, Ted</td>
<td><a href="mailto:theodoreshields@hotmail.com">theodoreshields@hotmail.com</a></td>
<td>x</td>
<td>x</td>
<td>x</td>
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<td>3</td>
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<td>10/31</td>
<td>yes</td>
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<td><a href="mailto:rayburnr@ipfw.edu">rayburnr@ipfw.edu</a></td>
<td>x</td>
<td>x</td>
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<td>x</td>
<td>3</td>
<td>yes</td>
<td>10/31</td>
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<td>Corey, Deborah</td>
<td><a href="mailto:Debcorey@gmail.com">Debcorey@gmail.com</a></td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>2</td>
<td>yes</td>
<td>10/31</td>
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</tr>
<tr>
<td>LaValle, James</td>
<td><a href="mailto:ilavalle@coker.edu">ilavalle@coker.edu</a></td>
<td>x</td>
<td>x</td>
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<td>3</td>
<td>yes</td>
<td>10/31</td>
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</tr>
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<td>x</td>
<td>3</td>
<td>yes</td>
<td>11/4</td>
<td>yes</td>
</tr>
<tr>
<td>Brown, Ebony</td>
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(Appendix D)

Suggestions for Telephone Questions with Reference

Telephone Reference Questionnaire

Candidate ___________________________  Reference ___________________________
Date called _________________________  Interviewed by ________________________

1. How long have you known this candidate and in what capacity (ies)?

2. How do you feel he/she would “fit” in a small private comprehensive college with a strong liberal arts core?

3. Would you please comment on his/her experience and abilities in the following: assessment and accreditation; faculty personnel matters; faculty development; engaged learning; honors; study abroad, etc.

4. Have you seen him/her teach _____? If so, could you briefly describe his/her teaching skills?

5. Could you describe his/her relationship with his/her colleagues and students?

6. If the candidate were at FSC, in what ways would we be able to develop him/her to full potential?

7. How would you rate this candidate in areas of confidentiality?

8. Why do you think he/she is interested in coming to Florida Southern College?

9. If you had the opportunity to hire him/her, would you?

10. Is there anything else you could tell me at this time which would enhance his/her candidacy for this position, or is there something we need to know about him/her which would rule him/her out as a candidate?
Suggestions for Telephone Interview Questions with Candidate

First, if you plan to record the interview, you should ask the candidate if that is acceptable. If the answer is “yes,” you should turn on the recorder and indicate that you are recording it (date, with whom, etc.)

Second, if you conduct the interview on a speaker phone with multiple people present, you should make sure that all people present are introduced by name and qualification (professor of…., chair of….., student in…..). This same procedure applies to a Skype interview.

Third, you should remain reasonably close to the questions, although the candidate may certainly deviate if she/he chooses.

Questions of the following type can be helpful in an interview. As you create your list of questions, consider broad questions about interest in the position, teaching and work with students, and scholarly and creative activity (particularly as it relates to undergraduate students). Feel free to frame questions that are discipline- or department-specific, but make sure that all candidates are asked the same set of questions.

1. What is your interest in this position?

2. Describe how you feel your qualifications fit the position.

3. What type of teaching experience have you had? At what levels?

4. Our student population is mixed, with an average SAT of 1050 or better, or an ACT composite of 23 or better. Have you worked with students like these? If so, describe some of your experiences.

5. Describe your teaching philosophy and how you translate it into classroom practice. Give us some examples of engaged learning in the classroom or teaching strategies that you have used successfully.

6. Tell us about your most recent scholarly and creative activities.
7. Do you have experience in mentoring or encouraging undergraduate research? Describe what types of experiences you have had.

8. Describe your leadership style.

9. What do you think are your greatest strengths as a faculty member? What do you think would be your greatest difficulties?

10. What would you like to accomplish in your first year at an institution like Florida Southern College?

11. Florida Southern College has a tenure system. Do you have any questions about this system?

12. Describe a program you instituted (or a change in a program) that involved working with several colleagues. How did you go about effecting the change?

13. Is there anything else that you would like to tell us about yourself?

14. What questions do you have for us?

If you are interviewing someone who has not completed a Ph.D. or terminal degree and the position advertisement requires one, you must inquire about the status of the degree (how much has been completed, when the defense will be completed, when the degree will be documented).

If you are interviewing someone who, by all indications, is not an American citizen and may not have a work permit, you may legally ask: “Are you a citizen of the United States?” If the answer is no, you may follow with: “Do you have the appropriate employment authorization to work in the U.S.?” If the person does not have the appropriate employment authorization, we must exclude the candidate for that reason. As you are aware, Florida Southern College is not in a position to organize the costly and time-consuming process of work authorizations for international candidates. Furthermore, under the law, a faculty member without appropriate work authorization cannot teach at all until that authorization has been received.
### Subject | Lawful Questions | Unlawful Questions
--- | --- | ---
Name | Applicant’s full name. Have you ever worked for this company under another name? Is any additional information relative to a different name necessary to check your work history? Is yes, explain. | Original name of applicant whose name has been changed. Applicant’s maiden name.
Address | How long a resident of state/city? | Birthplace of applicant. Birthplace of applicant’s relatives, parents, spouse, etc. Requirements that applicant submit birth certificate, naturalization papers, baptismal record.
Birthplace | | Inquiring into religious denomination affiliation, church, synagogue, pastor, parish, or religious holiday. May not be told, “This is primarily a [Catholic, Protestant, Jewish] organization.”
Age | Are you 18 years or older? | How old are you? What is your date of birth?
Religion or Creed | | Inquiring into religious denomination affiliation, church, synagogue, pastor, parish, or religious holiday. May not be told, “This is primarily a [Catholic, Protestant, Jewish] organization.”
Race/Color | | Complexion or color of skin.
Photograph | Requirement for photo before hiring. | Any question regarding same.
Height/Weight | | Any information re: marital status, or status of children, or if spouse is employed, or name of spouse.
Marital Status | | Mr., Miss, Mrs., Ms., or inquiry re: sex. Any inquiry as to the ability to have children, or advocacy of any form of birth control.
Sex | | Notice in Case of Emergency | Name and address of person to be notified in case of emergency.
Healthy/Disability | Are you able to perform the essential functions of the job for which you have applied, with or without accommodations? | Do you have a handicap or disability? Will you need reasonable accommodation to perform job functions? Have you ever been treated for the following diseases? Do you use any adaptive device or aid? Do you have any impairments, mental, medical or physical, which would interfere with your ability to do the job for which you have applied?
| Citizenship | Are you a citizen of the U.S.?  
Do you have the appropriate employment authorization to work in the U.S.? | Of what country are you a citizen?  
Whether applicant is naturalized or native-born citizen?  
Requirement that an applicant produce naturalization or first papers.  
Whether applicant’s parent, spouse or family are native or naturalized citizen. Any questions regarding same. |
| --- | --- | --- |
| National Origin | Inquiry into languages applicant speaks and writes fluently. | Inquiry into applicant’s lineage, ancestry, national origin, descent, parentage, or nationality.  
What is mother tongue?  
Inquiry into how a person learned to read, write or speak a foreign language. |
| Education | Inquiry into academic, vocational, professional education, and the schools attended. | |
| Experience | Inquiry into work experience, Inquiry into countries applicant has visited. | |
| Relatives | Names of applicant’s relatives, other than spouse, already employed here. | Address of any relative of applicant. |
| Arrests | Have you ever been convicted of a crime?  
If so, when, where and nature of crime.  
Are there any felony charges pending against you? | Inquiry regarding arrests. |
| Military Experience | Inquiry into an applicant’s military experience in the U.S. Armed Forces or state militia. | Inquiry into an applicant’s general military experience. |
| Organizations | Inquiry into the organizations of which applicant is a member, excluding those that indicate race, color, religion, national origin, or ancestry of its members. | List all clubs and societies to which you belong. |
| References | Who suggested you for employment here? | |

THE OPERABLE QUESTION IN ALL INTERVIEWS IS:  
“IS THE QUESTION JOB-RELATED?” IF NOT, THEN DON’T ASK IT!
(Appendix G)

Example of Schedule for Faculty Candidate

February 14, 2012
4:35 p.m. Arrival in __________, met by FACULTY 1, Delta flight #0000 from Portland, OR
7:00 p.m. Dinner with FACULTY 1 and FACULTY 2 at ________________. Picked up by FACULTY 1 at the _______________ hotel.

February 15, 2012
7:15-8:00 a.m. Breakfast with FACULTY 3 at ________________. FACULTY 3 will pick up candidate at hotel.
8:10-9:00 a.m. FACULTY 3 will deliver candidate to Program Coordinator’s office for discussion of program, courses, etc. General information and questions.
9:00-9:45 a.m. Meeting with Division and Program faculty for discussion of scholarly and creative activity, current research, pedagogy, engaged learning. (perhaps presentation on research, collaborations, interests). Location_____________________.
9:45-10:30 a.m. Meeting with School Dean (discuss teaching, scholarly and creative activity, personnel considerations if candidate joins faculty at FSC)
10:30-10:40 a.m. Break (prepare for teaching presentation)
10:40-11:50 a.m. Teaching presentation to faculty and students. Location _______________.
11:50-12:15 p.m. Meet with students in the program. Location _______________.
12:15-1:00 p.m. Lunch on campus with STUDENT 1 and STUDENT 2 or mixture of STUDENTS and FACULTY
1:00-1:20 p.m. Campus tour with SOUTHERN AMBASSADOR, FACULTY or STUDENT
1:30-2:15 p.m. Meet with Candidate Interview Committee. Location _______________.
2:30-2:45 p.m. Meet with HR representative
3:00-3:45 p.m. Meet with Provost
4:00 p.m. Return to hotel or depart for airport, flight #0000 accompanied by FACULTY 1.
7:00 p.m. If departing the next day, dinner with SEARCH COMMITTEE MEMBERS. FACULTY member will pick up. Location _______________

February 16, 2012
8:00-9:00 a.m. Breakfast and pick up by FACULTY 1 or 4 at the hotel
9:00 a.m. FACULTY 1 or 4 will return candidate to airport for flight #0000 to Portland, OR