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**Introduction**

This *Guide* is designed to assist search committee chairs and members in equitably initiating and completing regular ranked faculty searches. It is designed for administrators who direct the activities of search committees, and the faculty members who serve on these committees.

Much of the material in this *Guide* is a sampling of documents gathered from SMC and other institutions to provide assistance for all the tasks with which the search committee is charged.

**Our Mission**

The foundation for everything we do at Saint Mary's is **our mission**: 

To probe deeply the mystery of existence by cultivating the ways of knowing and the arts of thinking.

To affirm and foster the Christian understanding of the human person which animates the educational mission of the Catholic Church.

To create a student-centered educational community whose members support one another with mutual understanding and respect.
Selection/Appointment of Tenure-Track Faculty
From SMC Faculty Handbook 2019-20:

2.3.1 SELECTION/APPOINTMENT OF TENURE-TRACK FACULTY

1. Ordinarily, a search originates in and is conducted by an academic department or program. The department chair or program director shall submit a Faculty Line Request to the Dean of the School, who must then secure written authorization from the Provost for a particular position, while the President approves the total number of new positions. After written authorization from the Provost has been secured, the Dean will notify the department chair. The chair bears responsibility for ensuring that the procedures below are followed, with particular emphasis upon selecting colleagues who support the mission of the College, meet the needs of the department or program, and help the College fulfill its commitment to diversity.

2. The department chair, in consultation with the tenure-track faculty in the department or program and the Dean of the School, appoints a Search Committee, chaired, whenever possible, by a tenured faculty member. In extraordinary circumstances (e.g., when hiring for a new program), an academic Dean may initiate a search. In such cases, the Dean shall appoint a faculty chair of the Search Committee. The Chair will carry out the search process; under these circumstances, the Dean maintains responsibility for ensuring that procedures are followed. The Committee shall include a faculty member from outside the department, preferably one from outside the School. The roles, duties, and rights of the Search Committee member from outside the department or School shall be equal to those of the other members of the Committee. For primarily traditional undergraduate appointments, the Committee should include a faculty member who has taught in and will represent the Collegiate Seminar. Search Committees should be comprised of a minimum of five voting members.

3. The Committee shall consult documents pertaining to the mission of the College, interview and hiring protocols, and guidelines provided by the Department of Human Resources at the time of written approval. The Committee shall also consult directly with Human Resources regarding approved procedures for the inclusive recruitment of faculty.

4. The Search Committee shall determine, prior to the beginning of the search, the criteria of evaluation for candidates; the appropriate roles of departmental tenured and tenure-track faculty not on the Committee, contingent faculty, staff, and students; and the processes for selecting candidates at each stage of the search, including the final recommendations to the Dean. Throughout the search and recommendation process, the Committee shall consult with the Dean and ensure the confidentiality of applicants.

5. In order to meet the College's commitment to diversity, a good faith effort should be made to include at least one candidate, in the final list of candidates, from traditionally underrepresented groups (including but not limited to racial, gender, and disabled) and/or groups not currently represented in the department or program composition. Before the actual search begins, the Search Committee will submit their plan for inclusive recruiting to the Dean, who will review the plan for consistency with institutional and program objectives and legal requirements, and will supply feedback and recommendations to the Search Committee.

6. The Search Committee shall narrow the pool of applicants to a list of candidates to be interviewed. This list, as far as possible, should reflect the College's commitment to its mission, department/program needs, equal employment opportunities, and diversity.

7. After choosing the final candidates and before inviting finalists to on-campus interviews, the Search Committee will submit an account of the actions taken according to their recruitment plan to the Dean. If the Dean finds that there have not been sufficient efforts at inclusive recruiting, the Dean may ask the Search Committee for additional steps before the interviews can proceed.

8. Once the final list of no more than three candidates has been selected by the Search Committee and approved by the Dean, the Search Chair is responsible for arranging campus visits, which shall include interviews with the Committee, the Dean, the Provost or Provost designee, and the Vice President for Mission.

9. Upon the conclusion of the interview process, all members of the department/program may convey
their candidate evaluations to the Search Committee Chair. The Search Committee shall identify which candidates are deemed acceptable for appointment. The process of identifying acceptable candidates may include a secret vote if desired by a member of the Search Committee. The Search Chair will forward the ranked list of the candidates along with a written statement of support for each candidate to the Dean of the School.

10. The Dean shall review the recommendations. If the Dean does not agree with the first choice of the Search Committee, he/she shall meet with the Search Committee Chair and attempt to reach an agreement on the candidates. If no agreement is reached, the Dean shall send on to the Provost both the recommendations of the Search Committee and his/her own.

11. If the Provost does not agree with the recommendations of the Search Committee, he/she shall discuss his/her reasons with the Search Committee and an attempt shall be made to resolve the difference of opinion.

12. If an agreement cannot be reached between the Provost and the Search Committee on the recommendations, the Provost shall offer the Search Committee, in consultation with the department/program and the Dean, a choice of one of the following options: terminating the search in its entirety, restarting the search, or re-interviewing one or more candidates.

13. In cases of a proposed appointment at the Associate Professor or Full Professor level or an appointment with tenure, the Provost shall consult with the Rank and Tenure Committee regarding the appropriateness of the proposed rank before confirming the terms of appointment.

14. When the Program/Department, Dean and Provost are in agreement, the President may appoint the candidate with tenure (see 2.2.2 Tenured Appointments).

2.3.2 SELECTION/APPOINTMENT OF NON-TENURE-TRACK FACULTY

2.3.2.1 Visiting Faculty

See the CBA
Faculty Line Request Template

Please use this template for all requests for full-time faculty searches (tenure-track, salaried adjunct). Forms should be submitted to Deans by March 1. Deans will prioritize requests and submit their recommendations (and corresponding line requests) electronically to the Provost by March 15 (please cc Faculty Affairs Manager at facultyjobs@stmarys-ca.edu).

Note that a line vacancy does not guarantee approval of a new search.

1. **Department/Program:**

2. **Type of faculty line:**

3. **Rank:**

   If you are requesting a position at an advanced rank, please provide a rationale.

4. **Rationale for request.** In describing why the line is needed please address the following issues: student demand for the program or courses offered by the program; faculty workload; role of position in the future of the department/program; contribution of position to College-wide programs or priorities. In speaking to these issues, please provide relevant supporting data, for example:
   - Number of majors in the program in the last 3 years
   - Course enrollments in the last 3 years
   - Number of full-time faculty in the program in the last 3 years
   - Faculty teaching loads in the last 3 years

5. **Attention to diversity.** How is this defined within the department/program? What candidate characteristics would contribute to diversity in ways that would benefit specific student populations? How have you defined and described the position to attract a diverse pool?

6. **Draft position description.** Briefly summarize the areas of expertise for which you plan to search, the courses that will be covered, and, if relevant, the potential for new course or new curriculum development. (Note that once a position has been approved, there is a template for the advertisement that must be used, and job ads must be approved before they’re posted.)

7. **Recruiting plan.** How will you build a diverse candidate pool? (E.g., identify specific conference, networking, and publicity opportunities and efforts):

8. **Source of funding.** (E.g., existing line vacancy, conversion of full-time adjunct position, graduate program revenue).

9. **Degree of urgency.** What would happen if this line was not approved?

10. **Office location.** Where will this person reside?

Revised 1/25/19
Tenure Track Faculty Search Committee Checklist

☐ 1 Search Identified
   Department chair prepares Faculty Line Request (found on Provost's website), gets Dean's approval. Dean presents to Provost by March 15th of the year before the requested search is planned.

☐ 2 Approval
   Provost notifies Dean of Faculty Line Request approval and communicates to Office of Academic Affairs (OAA)

☐ 3 Chair
   Search Committee Chair (SCC) is selected by Chair of department. Office of Academic Affairs (OAA) notified.

☐ 4 Committee Formed
   Search committee is formed and OAA gives viewing rights to applications in Interfolio. Note rules for committee formation in Faculty Handbook §2.3.1, minimum 5 members, of which one should a faculty outside of the department and/or preferably outside the School.

☐ 5 Position description
   SCC and search committee refines position description with Associate Provost for Faculty Affairs and Senior Diversity Officer (AP/SDO) and OAA, obtains approval from Dean, and sends to OAA for compliance with institutional requirements and to post on Interfolio.

☐ 6 Requisition
   OAA creates job requisition and uploads on Interfolio upon completion of all approvals. Chair or OAA adds evaluation criteria as informed by the committee or changes application requirements as needed.

☐ 7 Search Committee Orientation/Training
   SCC works with AP/SDO and OAA to schedule meeting for presentation on best practices for searches with other search committees before any round of interviews/candidate selection begins.

☐ 8 Advertising
   OAA begins the advertising process through Job Elephant. All jobs post to higheredjobs.com, indeed.com, chroniclevitae.com, diversityjobs.com, northern-ca.hercjobs.org, universityjobs.com and direct all applicants to the SMC full-time faculty jobs page. Job posts must be up at least 30 days before any interviews can begin, per CBA requirements. Discipline-specific ads that are based on dept. or individual memberships are posted by dept. with copy to OAA or with OAA assistance. Chair proofs ad before posting. Free list serves can be posted by dept. Following position posting, OAA coordinates paid ads with vendor. Tear sheets sent to Chair. Other outreach efforts by the search committee can be document with a tool like Sample Faculty Search Outreach Plan.

☐ 9 Support to Candidates & Committee
   Chair answers candidate's questions regarding the position. OAA tracks applications and supports search committee in how to review applications in the system, if required. Instructions on how to use Interfolio to view and evaluate
applicants available online.

☐ 10 First Round Interviews
Committee conducts first round of interviews (long list). Each search committee should use their own questions but see sample list of 1st round questions as reference and note what type of questions can and cannot be asked. All committees must guarantee current SMC SEIU members a first round if they apply and meet minimum qualifications as stated in the job posting.

☐ 11 Campus Visits Logistics
Search committee begins selection process and forms a finalist list of up to three candidates (short list) for on campus visits. Dean must approve of list. A sample form to submit to the dean is provided in this packet. SCC invites, confirms date/s of interview/s with candidates and informs OAA. Two weeks notice minimum to OAA is required. OAA schedules candidates for campus with AP/SDO, Vice President for Mission, Dean, and Benefits/Compensation for 30-minute slots for interview day.

Academic Affairs covers the cost of flight, hotel, meals/incidentals, and ground transportation from the time they leave for their interview the day before the interview day to when they return home the day after the interview day or earlier (the “interview period”), excluding any insurance. Candidates may choose to lengthen their stay at their own expense.

VISA
If potential employee is in US on VISA, SCC informs Dean. If decision is to bring candidate to campus, VISA expenses/costs are borne by the department or School.

☐ 12 Interview Day
SCC, or designee picks candidate up at hotel, assists with escorting to interview activities. As questions are asked of various groups, please keep in mind what types of questions may or may not be asked. Sample questions for this day are also provided.

☐ 12a Reimbursements for interview expenses
- For all charges the candidate incurs, direct the candidate to send receipts to OAA who will submit a Check Request form to the Business Office.
- For charges committee members incur on a personal credit card (not p-card), fill out and sign an Expense Report Form with receipts attached.
- For p-card charges for a search, contact OAA for GL code.

☐ 12b Committee meals
- $300/candidate is allotted for all meals part of the search process.
- Any excess will be paid for by the department or school

☐ 13 References
SCC or designee, conducts pre-employment reference checks.

☐ 14 Recommendation
SCC/Committee recommends candidate for selection and consults with Dean.

☐ 15 Dean & Provost Approval
Dean reviews and approves candidate selection. Provost and Dean negotiate TT faculty salary/step, Dean makes offer.

- 15a Rank and salary follow Salary Scale in Faculty Handbook.
- 15b On the Dean’s level, please clarify internally the source of any extra
funding: “stipends”, “start-up funds”, “signing bonuses”, “faculty development,” “moving reimbursement” (note: only qualified expenses may be applied to this; for example, security deposits are not part of moving reimbursements). Please also clarify:

- whether these are one-time pay-outs or other frequency;
- the deadline funding must be paid out or used if any;
- method by which funds are given (applied for, automatically in paycheck, reimbursement form, etc.)
- whether the amount is a max limit up to X amount, or if X amount is flat amount

Such categories of extra funding are treated differently from tax perspective and may have different implication depending on what they are called.

☐ 16 Letter
OAA creates and sends offer letter on behalf of Provost; Provost signs; copy sent to HR, compensation, and Dean.

☐ 17 Background check
Upon completion of offer, OAA initiates background check and informs Dean when cleared.

☐ 18 Regret notification
Department notifies candidates with whom they have had contact. If no communication with a candidate had taken place and the candidate does not fulfill semi-finalist status, the Committee can choose to send a declining email early in the search process. OAA may with SCC’s permission send declining email to all applicants and/or SCC/Committee may choose to send declining email to certain applicants.

☐ 19 Onboarding
Department to assist with office and school logistics (office location, computer, keys, etc.) HR to ensure legal documentation completed. OAA to assist tracking completion of legal paper work and assignment of ID. If final selection is non-US citizen requiring an H1B visa, OAA may assist with paperwork and legal team to process visa. Costs are paid for by the department or School. New hires invited to August Orientation by Faculty Development.

☐ 20 Post Search
Chair to send search Committee minutes and interview notes to OAA who will filter and prepare for archiving at HR. OAA to close out requisition to hire status.

☐ 21 Relocation
OAA works with candidate for reimbursement of relocation expenses for those who were officially offered in letter (16).

Updated July 2019
Visiting Faculty Search Committee Checklist

Office of Academic Affairs support is limited for visiting faculty searches; normally, funding is not provided for candidate interviews nor for relocation expenses. This means that typically, final candidates for visiting searches are local. However, departments and Schools may choose to pay for candidate interviews and relocation. These positions are full-time, typically one term or one year positions.

☐ 1 Search Identified
Department chair prepares Faculty Line Request (found on Provost's website), gets Dean's approval. Dean presents to Provost by March 15th of the year before the requested search is planned. In some cases, visiting faculty lines may be requested positions that begin the following academic year, especially in cases replacing unexpected vacancies.

☐ 2 Approval
Provost notifies Dean of Faculty Line Request approval. Note: Provost approval is required each year for all extensions of visiting positions and visiting positions with existing personnel pre-identified to fill.

☐ 3 Chair
Search Committee Chair (SCC) is selected by Chair of department. Office of Academic Affairs (OAA) notified.

☐ 4 Committee Formed
Search committee is formed and OAA gives viewing rights to applications in Interfolio. In cases where existing personnel have already been pre-identified to fill the visiting position or the position is merely an extension of the same visiting position, and no search is intended, the search committee should jump to step 13.

☐ 5 Position description
SCC/committee refines position description with Associate Provost for Faculty Affairs and Senior Diversity Officer (AP/SDO) and OAA, obtains approval from Dean and sends to OAA for compliance with institutional requirements and to post on Interfolio.

☐ 6 Requisition
OAA creates job requisition and uploads on Interfolio upon completion of all approvals. SCC/Committee or OAA adds evaluation criteria or changes application requirements as informed by the committee as needed.

☐ 7 Search Committee Orientation/Training
SCC works with AP and OAA to schedule meeting for presentation on best practices for searches with other search committees before any round of interviews/candidate selection begins. For visiting positions that need a quick turnaround, SCC and search committee may be referred to this checklist initially for quick reference.

☐ 8 Advertising
OAA begins the advertising process through Job Elephant. All jobs post to higheredjobs.com, indeed.com, chroniclevitae.com, diversityjobs.com, northernca.hercjobs.org, universityjobs.com and direct all applicants to the SMC full-time faculty jobs page. Job posts must be up at least 30 days before any interviews can begin, per CBA requirements. Discipline-specific ads that are based on dept. or individual memberships are posted by dept. with copy to OAA or with OAA assistance.
Chair proofs ad before posting. Free list serves can be posted by dept. Following position posting by OAA, OAA coordinates paid ads with vendor. Tear sheets sent to Chair. Other outreach efforts by the search committee can be documented with a tool like Sample Faculty Search Outreach Plan.

9 Support to Candidates & Committee
SCC answers candidate's questions regarding the position. OAA tracks applications and supports search committee in how to review applications in the system, if required. Instructions on how to use Interfolio to view and evaluate applicants available online.

10 First Round Interviews (recommended but not required)
Committee conducts first round of interviews (long list). Each search committee should use their own questions but see sample list of 1st round questions as reference and note what type of questions can and cannot be asked. All committees must guarantee current SMC SEIU members a first round if they apply and meet minimum qualifications as stated in the job posting.

11 Final Interview
Search committee begins selection process and forms a finalist list of up to three candidates for on campus visits. Dean must approve of list. A sample form to submit to the dean is provided in this packet. Chair invites, confirms date/s of interview/s with candidates and informs OAA. Two weeks notice to OAA is required if assistance for transportation of candidate is needed, which is not usual as most visiting candidates are local. Chair schedules candidates for HR for benefits review. Interview Provost, Dean, and Mission are NOT required.

12 Interview Day
SCC, or designee, greets candidate at agreed upon location; assists with escorting to interview activities. As questions are asked of various groups, please keep in mind what types of questions may or may not be asked. Sample questions for this day are also provided.

13 References
SCC or designee, conducts pre-employment reference checks.

14 Recommendation
SCC/Committee recommends candidate for selection and consults with Dean.

15 Dean & Provost Approval
Dean reviews and approves candidate selection. Provost and Dean negotiate TT faculty salary/step, Dean makes offer.

16 Letter
OAA creates and sends offer letter on behalf of Provost; Provost signs; copy sent to HR, Compensation, and Dean.

17 Background check
Upon completion of offer, OAA initiates background check and informs Dean when cleared.
18 **Regret notification**
Department notifies candidates with whom they have had contact. If no communication with a candidate had taken place and the candidate does not fulfill semi-finalist status, the Committee can choose to send a declining email early in the search process. OAA may with SCC’s permission send declining email to all applicants and/or SCC may choose to send declining email to certain applicants.

19 **Onboarding**
Department to assist with office and school logistics (office location, computer, keys, etc.) HR to ensure legal documentation completed. OAA to assist tracking completion of legal paperwork and assignment of ID. If final selection is non-US citizen requiring an H1B visa, OAA may assist with paperwork and legal team to process visa. Costs are paid for by the department or School. Typically Visiting Faculty do not need visas as they are often local.

20 **Post Search**
Chair to send search Committee minutes and interview notes to OAA who will filter and prepare for archiving at HR. OAA to close out requisition to hire status.

Updated July 2019
Faculty Job Post Template

I. POSITION DESCRIPTION

RESPONSIBILITIES
[Insert departmental context and expectations; not to exceed 125 words]

Saint Mary’s faculty are expected to maintain an active scholarly agenda and
demonstrate intellectual growth and significant achievement appropriate to their field.
Faculty also contribute to the mission and serve the College and community in many
ways, including academic advising, student and community outreach, participation in
departmental and College-wide committees, and the development and assessment of
the College’s Core Curriculum. Faculty are also expected to teach in the College’s Core
Curriculum, January Term, and Collegiate Seminar programs.

BACKGROUND

Institutional Description/Background:
Saint Mary’s College of California is a private, Catholic, comprehensive and co-
educational university that engages students in rigorous critical thinking, promotes social
justice, and educates for human fulfillment consistent with its liberal arts, Catholic and
Lasallian traditions. The de La Salle Christian Brothers, the largest teaching order of the
Roman Catholic Church, guide the spiritual and academic character of the College. An
outstanding, committed faculty and staff who value shared inquiry, integrative learning
and student interaction bring Saint Mary’s heritage to life. Located on a stunning 420-
acre campus in the Moraga Hills outside of San Francisco, Saint Mary’s is known for its
rigorous liberal arts education and its high quality graduate programs, including
business, education, counseling, leadership, and the arts. Saint Mary’s has a diverse
student body of approximately 4,000 students, and the College’s practices and policies
reflect a commitment to inclusive excellence and a community in which all are valued,
respected and supported.

For more information about Saint Mary’s mission and history, see: http://www.stmarys-
ca.edu/about-smc/our-mission.

II. QUALIFICATIONS

[Insert departmental qualifications first; not to exceed 75 words] The College has been
designated a Minority and Hispanic-Serving Institution; many Saint Mary’s students are first-
generation-to-college. Successful candidates must be able to engage and support students of
color, women, and other underrepresented groups, and will be interested in participating in
initiatives that aim to increase inclusivity.

III. APPLICATIONS INSTRUCTIONS

[Insert departmental instructions] Include: A cover letter that specifically addresses candidate
qualifications and preparation to support the mission of the College.

Please apply online at SMC’s Full-Time Faculty Openings page by [date] EST.

IV. EEO Statement
Sample Faculty Search Outreach Plan
Adapted and modified from 2014 Jacyn Lewis Consulting

1. Advertise in field-specific journals, organizations, and websites
   □ General: __________________________________________________________
   □ Diversity Specific: _________________________________________________

2. Consult relevant publication lists and databases
   □ General: __________________________________________________________
   □ Diversity Specific: _________________________________________________

3. Consult with University faculty members
   □ List Faculty: _______________________________________________________

4. Contact colleagues elsewhere:
   □ List Colleagues: ____________________________________________________

5. Contact dept., alums, and post docs
   □ List Persons/Depts: _________________________________________________

6. Contact dept. chairs at relevant universities
   □ Top underrepresented minority (URM) Producers (including HBCUs, HSIs, Tribal):
     ________________________________________________________________
   □ Other Universities: _______________________________________________

7. Other (e.g., academic meetings, conferences)
   □ General: __________________________________________________________
   □ Diversity Specific: _________________________________________________

Following signoff on all applicable checklist categories, please provide a copy of the completed form to the cognizant School Dean, with copies to the Department Chair. Form will be collected at the end of search per SMC institutional records retention guidelines.
For Evaluators and Search Committee Chairs

To view what the job posting looks like to the public, go to the Full-Time Faculty positions page.

If you are serving on a hiring committee that is using Interfolio Faculty Search to collect applications, you can easily review candidate materials and communicate with your colleagues via your existing Interfolio account. If you do not have an Interfolio login, contact facultyjobs@stmarys-ca.edu.

An Administrator at your institution will invite you to the search committee if you are a first-time user. Otherwise, just login to Interfolio via MySMC.

The following is an abbreviated set of instructions that may be found online at Interfolio. Additionally, a pdf of the expanded version of this page may be found here.

Evaluating applicants through Interfolio Faculty Search

Once you activate your free account and log in, you will be able to access searches where you have been added as a committee member.

Click “Activate Now” in the invitation email.

Viewing a Search

From your account dashboard, clicking "Open Positions" will take you to a list of searches
that are available. Clicking on the title of a position will direct you to a list of the applicants along with relevant information about the position. If you cannot see the search, it is possible that you were not administratively added yet. Please email the Faculty Affairs Manager (at facultyjobs@stmarys-ca.edu), who can add you and cc your Search Committee Chair.

Click on the job, which will take you to the applicant list. On the applicant list, you will see the name of each candidate, their latest degree earned, and whether or not their application is complete. You will also see any statuses and labels that have been assigned by other committee members and/or to the applicant and their average committee rating.
To view the other committee members for the search, click "View Committee" towards the top of the page. You can also view the full details of the position by clicking "View Details."

You can filter the list of applicants by label or status, and you can also sort them based on several criteria by clicking the links on the left side of the screen above the list.

Checking the box next to an applicant's name will let you read their materials in your browser, download a copy of their application, or add a label to the applicant if your institution allows for applicant labelling.

To visit the individual applicant page for a particular candidate, click on their name in the applicant list.

**Reviewing Applicants**

From this page, you can rate the applicant based on criteria selected by an administrator of your institution. The right side of the screen will display the overall rating of the applicant, including any ratings by other committee members.
You can also leave a comment for your fellow committee members, and view any comments that they have created.

Note: If your institution has elected to conduct a blind review, comments and ratings from other committee members will not appear.
Towards the bottom of the individual applicant page, you can read or download documents that were submitted by the applicant or added to the application by an administrator.

You can also review the candidate’s answers to any forms that were included in the application.

Clicking "Read" above the document list will open the candidate's application in the Document Viewer.

The document viewer will display the contents of the candidate's application, including the details about the position and any additional internal information added by your institution.

You can click on the title of a document in the Contents list on the left side to navigate to that specific document.

You can also add labels, comment, and rate an applicant from within the Document Viewer.

Finally, to return to the individual applicant page, you can click on the candidate's name at the top of the document viewer.

**For Search Committee Chair only**

As Search Committee Chair, you have access in Interfolio to edit search committee members, evaluation criteria, application requirements, manually input applicants who may have applied though another source besides Interfolio. Whenever such changes are made, please alert the Faculty Affairs Manager (facultyjobs@stmarys-ca.edu).

If you require a change to the job posting including descriptions, text, open/close date, etc., please contact the Faculty Affairs Manager, as these changes may need special attention at recruiting sites and/or approval from your Dean.

For special resources on managing a search through Interfolio, please consult the Committee Manager’s Guide to Interfolio Faculty Search.
Sample Evaluation Criteria in Interfolio

Evaluation setting can be set up by your Search Committee Chair or the Faculty Affairs Manager.

8 Criteria
Drag and drop the criteria in the list below to change the order they will appear in the application review process.

**Note:** at least one criterion must be created in order to rate candidates.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>My Ratings</th>
<th>Committee Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>evidenced teaching experience</td>
<td>⭐⭐⭐⭐⭐</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>evidenced scholarship</td>
<td>⭐⭐⭐⭐⭐</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>maker and scholar with expertise in current practices in digital media and production (examples include Non-fiction and Documentary, Video Game Production and Studies, Social Media, and Digital Storytelling)</td>
<td>⭐⭐⭐⭐⭐</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>ability to teach lower and upper division across the curriculum</td>
<td>⭐⭐⭐⭐⭐</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>instruction in, and continued development of, digital media production courses, including video production, audio production, and other advanced media production courses. Production courses within the department include a balance of history, theory, and</td>
<td>⭐⭐⭐⭐⭐</td>
<td>⭐⭐⭐⭐⭐</td>
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<tr>
<td>preparation to support the mission of the College</td>
<td>⭐⭐⭐⭐⭐</td>
<td>⭐⭐⭐⭐⭐</td>
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<tr>
<td>a demonstrated commitment to and success working in diverse, multicultural communities, preferably in higher education settings</td>
<td>⭐⭐⭐⭐⭐</td>
<td>⭐⭐⭐⭐⭐</td>
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<tr>
<td>added value</td>
<td>⭐⭐⭐⭐⭐</td>
<td>⭐⭐⭐⭐⭐</td>
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</tbody>
</table>

Blind Review
- Evaluators should not see others' comments and ratings

Then for each candidate, the evaluation criteria will appear in this format, where you as the committee member can rate the candidate on each criteria.
EXAMPLE OF CANDIDATE EVALUATION TOOL

The following offers a method for department faculty to provide evaluations of job candidates. It is meant to be a template for departments that they can modify as necessary for their own uses. The proposed questions are designed for junior faculty candidates; however, alternate language is suggested in parenthesis for senior faculty candidates.

Candidate’s Name: ____________________

Please indicate which of the following are true for you (check all that apply):

- Read candidate’s CV
- Read candidate’s scholarship
- Met with candidate
- Read candidate’s letters of recommendation
- Attended lunch or dinner with candidate
- Attended candidate’s job talk
- Other (please explain):

Please comment on the candidate’s scholarship as reflected in the job talk:

Please comment on the candidate’s teaching ability as reflected in the job talk:

<table>
<thead>
<tr>
<th>Please rate the candidate on each of the following</th>
<th>Excellent</th>
<th>Good</th>
<th>Neutral</th>
<th>Fair</th>
<th>Poor</th>
<th>Unable to judge</th>
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</thead>
<tbody>
<tr>
<td>Potential for (Evidence of) scholarly impact</td>
<td></td>
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<tr>
<td>Potential for (Evidence of) research productivity</td>
<td></td>
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<tr>
<td>Potential for (Evidence of) research funding</td>
<td></td>
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<tr>
<td>Potential for (Evidence of) collaboration</td>
<td></td>
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<td>Potential for (Evidence of) outreach efforts to</td>
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<td>diverse groups</td>
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<tr>
<td>Potential for (Evidence of) department’s priorities</td>
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<td>Ability to make positive contribution to</td>
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<td>department’s climate</td>
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<td>Potential for (Demonstrated ability) to attract</td>
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<td>and supervise graduate students</td>
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<tr>
<td>Potential for (Demonstrated ability) to attract</td>
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<tr>
<td>and supervise undergraduate students</td>
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<tr>
<td>Potential for (Demonstrated ability) to be a</td>
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<td>conscientious university community member</td>
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<tr>
<td>Record on Diversity (Mentoring, pedagogy,</td>
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<td>activism, recruitment, community action,</td>
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<tr>
<td>research on issues related to diversity, social</td>
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<td>inequalities and social justice)</td>
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</tbody>
</table>
### Sample Evaluation Rubric:

**Sociocultural Anthropology**

| Candidate: ___________________________ | Reviewer: ___________________________ |
| Research Topic | Research Topic |
| Letters | Letters |
| Outside Collaboration and Citizenship and Diversity | Teaching/Mentoring |
| | Research Topic |
| Geographical Area | Geographical Area |
| Teaching Content | Teaching Content |
| Background Diversity | Background Diversity |
| Teaching Skills | Teaching Skills |
| Interdisciplinary, community | Interdisciplinary, community |
| Interdisciplinary, community | Interdisciplinary, community |

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
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</tbody>
</table>

**Evaluation Criteria—Ranking 12/18/07**

- High: 18
- Med: 15
- Low: 12

**Sociocultural Anthropology**

**Sample Evaluation Rubric:**
# What You Can Ask and What You Can’t – Legal/Illegal Interview Questions

<table>
<thead>
<tr>
<th>AREA OF INQUIRY</th>
<th>LEGAL</th>
<th>ILLEGAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address/Housing/Length</td>
<td><strong>CAN ASK:</strong></td>
<td><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></td>
</tr>
<tr>
<td>of Residence</td>
<td>• Place and length of current and previous address (&quot;How long have you lived in [city]&quot;)?</td>
<td>• Specific inquiry into foreign addresses that would indicate national origin</td>
</tr>
<tr>
<td></td>
<td>• For applicant's phone number or how s/he can be reached</td>
<td>• Names or relationship of persons with whom applicant resides</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Whether applicant rents or owns home</td>
</tr>
<tr>
<td>Age</td>
<td><strong>BEFORE HIRING ONLY:</strong></td>
<td><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></td>
</tr>
<tr>
<td></td>
<td>• If a minor, require proof of age in the form of a work permit or a certificate of age</td>
<td>• About the age or age group or date of birth of the applicant</td>
</tr>
<tr>
<td></td>
<td>• If age is a legal requirement, can ask &quot;If hired, can you furnish proof of age?&quot; or a statement that hire is subject to verification of age</td>
<td>• Birth certificate or baptismal record before hiring</td>
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<tr>
<td></td>
<td>• Whether or not an applicant is younger than the employer's regular retirement age</td>
<td>• Questions that would tend to identify persons between 40 and 60 years of age.</td>
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<td></td>
<td><strong>AFTER HIRING ONLY:</strong></td>
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</tr>
<tr>
<td></td>
<td>• Require proof of age by birth certificate</td>
<td></td>
</tr>
<tr>
<td>Ancestry/Birthplace/</td>
<td><strong>CAN ASK:</strong></td>
<td><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></td>
</tr>
<tr>
<td>National Origin</td>
<td>• &quot;After employment, can you submit a birth certificate or other proof of U.S. citizenship or other proof of the right to remain in or work in the U.S.?&quot;</td>
<td>• If an applicant is native-born or naturalized</td>
</tr>
<tr>
<td></td>
<td>• About foreign language skills (reading, speaking, and/or writing) if relevant to the job</td>
<td>• The birthplace of applicant</td>
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<tr>
<td></td>
<td>• Be sensitive to cultural differences</td>
<td>• Questions which identify customs or denomination</td>
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<tr>
<td></td>
<td>• Do not assume mispronunciation of English as a lack of education</td>
<td>• About birthplace of his/her parents, grandparents and/or spouse or other relatives</td>
</tr>
<tr>
<td></td>
<td>• Do not interpret silence as inability or unwillingness</td>
<td>• Require applicant submit a birth certificate or naturalization or baptismal record before employment</td>
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<tr>
<td></td>
<td></td>
<td>• About any other inquiry into national origin (for applicant or his or her spouse or parents; maiden name of wife or mother)</td>
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<tr>
<td></td>
<td></td>
<td>• First language</td>
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<td>• Date of arrival in U.S.</td>
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<td></td>
<td></td>
<td>• Port of entry</td>
</tr>
<tr>
<td>Citizenship</td>
<td>CAN ASK:</td>
<td>IT IS ILLEGAL TO ASK/REQUEST:</td>
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<tr>
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</tr>
<tr>
<td></td>
<td>• Whether a U.S. citizen</td>
<td>• &quot;Of what country are you a citizen?&quot;</td>
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<td></td>
<td>• If no, whether intends to become one</td>
<td>• If native born or naturalized (for applicant or his or her parents or spouse)</td>
</tr>
<tr>
<td></td>
<td>• If you are not a U.S. citizen, do you have the legal right to remain permanently in the U.S.?</td>
<td>• Proof of citizenship before hiring</td>
</tr>
<tr>
<td></td>
<td>• If not a citizen, are you prevented from lawfully becoming employed because of visa or immigration status?</td>
<td>• Whether parents and/or spouse is native born or naturalized</td>
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<tr>
<td></td>
<td>• If spouse is a citizen</td>
<td>• Date of citizenship (for applicant or his or her parents or spouse)</td>
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<tr>
<td></td>
<td>• Statement that, if hired, applicant may be required to submit proof of citizenship.</td>
<td></td>
</tr>
<tr>
<td>AFTER HIRING ONLY:</td>
<td>• Require proof of citizenship</td>
<td></td>
</tr>
<tr>
<td>Credit Rating</td>
<td>NO questions may be asked regarding credit.</td>
<td>You may not ask ANY questions regarding credit.</td>
</tr>
<tr>
<td>Criminal Record (Arrests and Convictions)</td>
<td>CAN ASK:</td>
<td>IT IS ILLEGAL TO ASK/REQUEST:</td>
</tr>
<tr>
<td></td>
<td>• About actual convictions other than misdemeanors that relate reasonable to fitness to perform a particular job</td>
<td>• To inquire about arrests without convictions</td>
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<tr>
<td></td>
<td>• About convictions or imprisonment if crimes relate to job duties and conviction or release from imprisonment occurred within the last ten years</td>
<td>• Check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the particular job in question.</td>
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<tr>
<td>Disabilities</td>
<td>Accommodations for the interview must be provided.</td>
<td>AN EMPLOYER</td>
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<tr>
<td></td>
<td>Be careful how applicants with disabilities are evaluated. Do not make judgments based on communication skills of people with hearing and speech impairments.</td>
<td>The Rehabilitation Act of 1973 forbids employers from asking job applicants general questions about whether they are disabled or asking them about the nature and severity of their disabilities.</td>
</tr>
<tr>
<td></td>
<td>To inquire for the purpose of determining applicant's capability to perform the job. (Burden of proof for non-discrimination lies with the employer.)</td>
<td>Don't ask the applicant about what kind of accommodation(s) he or she may need until after the interviewer has established that the applicant is qualified for the job and is considering that person for employment.</td>
</tr>
<tr>
<td></td>
<td>CAN ASK:</td>
<td>An employer must be prepared to prove that any physical and mental requirements for a job are due to &quot;business&quot; necessity and the safe performance of the job.</td>
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<tr>
<td></td>
<td>• Whether or not applicant is able to carry out all necessary job assignments/functions and perform them in a safe manner &quot;How would you perform this particular task?&quot; CAN INVITE:</td>
<td>Except in cases where undue hardship can be proven, employer must make &quot;reasonable accommodations&quot; for the physical and mental limitations of an employee or applicant. Includes alteration of duties, alteration of physical setting, and provision of aids.</td>
</tr>
<tr>
<td></td>
<td>• Applicant to indicate how and to what extent they are disabled. Employer must indicate to applicants that (1) compliance with the invitation is voluntary; (2) information is being sought only to remedy discrimination or provide opportunities for the disabled; (3) information will be kept confidential; and (4) refusing to provide information will not result in adverse treatment.</td>
<td>To exclude disabled applicants as a class on the basis of their type of disability. (Each case must be determined on an individual basis by law.)</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td><strong>CAN ASK:</strong></td>
<td><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></td>
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<tr>
<td><strong>• What academic, professional or vocational schools attended</strong></td>
<td><strong>Specifically ask the nationality, racial or religious affiliation of schools attended</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• About language skills such as reading and writing foreign languages</strong></td>
<td><strong>To ask how foreign language ability was acquired</strong></td>
<td></td>
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<tr>
<td><strong>• Office skills</strong></td>
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<thead>
<tr>
<th><strong>Emergency notification</strong></th>
<th><strong>CAN ASK:</strong></th>
<th><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• Name and address of persons to be notified in case of accident or emergency</strong></td>
<td><strong>Name and address of relatives to be notified in case of accident or emergency</strong></td>
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</tbody>
</table>

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<thead>
<tr>
<th><strong>Experience</strong></th>
<th><strong>CAN ASK ABOUT:</strong></th>
<th><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• Applicant's work experience, including names and addresses of previous employers, dates of employment, reasons for leaving, and salary history</strong></td>
<td><strong>Specifically ask the nationality, racial or religious affiliation of schools attended</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Other countries visited</strong></td>
<td><strong>To ask how foreign language ability was acquired</strong></td>
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</table>

<table>
<thead>
<tr>
<th><strong>Family/Relatives</strong></th>
<th><strong>CAN ASK:</strong></th>
<th><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• If the spouse is employed at MTU (CANNOT ASK NAME)</strong></td>
<td><strong>Name of a spouse</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Names of applicant's relatives already employed by company</strong></td>
<td><strong>Whether or not a spouse is employed</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Names and addresses of parents or guardian of minor applicants</strong></td>
<td><strong>How much a spouse earns</strong></td>
<td></td>
</tr>
<tr>
<td><strong>AFTER HIRING ONLY:</strong></td>
<td><strong>Whether or not a spouse is subject to transfer</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• To ask name, relationship and address of person to be notified in case of emergency</strong></td>
<td><strong>Questions about any relative of a candidate</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Names of relatives not working for the institution</strong></td>
<td><strong>Names of relatives not working for the institution</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Name or address of any relative of adult applicant, other than those employed by institution</strong></td>
<td><strong>Name or address of any relative of adult applicant, other than those employed by institution</strong></td>
<td></td>
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</tbody>
</table>

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<thead>
<tr>
<th><strong>Gender/Sex</strong></th>
<th><strong>Inquiry as to sex or restriction of employment to one's sex is permissible only where a bona fide occupational qualification exists. Burden of proof is on the employer to prove that the BFOQ does exist and that all members of the affected class are incapable of performing the job.</strong></th>
<th><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>• Sex of applicant</strong></td>
<td><strong>Sex of applicant</strong></td>
<td></td>
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<tr>
<td><strong>• Anything which would indicate gender unless job related. (Only such jobs in education would be a full-time locker room or restroom attendant.)</strong></td>
<td><strong>How much a spouse earns</strong></td>
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</tr>
<tr>
<td><strong>• Sex is not a BFOQ because a job involves physical labor beyond the capacity of some women, nor can employment be restricted just because the job is traditionally labeled &quot;men's work&quot; or &quot;women's work&quot;</strong></td>
<td><strong>Whether or not a spouse is subject to transfer</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Sex cannot be used as a factor for determining whether an applicant will be satisfied in a particular job</strong></td>
<td><strong>Questions about any relative of a candidate</strong></td>
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</tr>
<tr>
<td><strong>• Avoid questions concerning applicant's height or weight unless you can prove they are necessary requirements for the job to be performed.</strong></td>
<td><strong>Names of relatives not working for the institution</strong></td>
<td></td>
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</tbody>
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<tr>
<th><strong>Health/Physical Condition</strong></th>
<th><strong>May ask &quot;Do you have any physical, mental or sensory handicaps which might affect work performance or which should be considered in job placement?&quot;</strong></th>
<th><strong>May NOT ask</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• 'Do you have any handicaps?' or questions that divulge handicaps which do not relate to the job.</strong></td>
<td><strong>Any questions regarding having received worker's compensation.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Any questions regarding having received worker's compensation.</strong></td>
<td><strong>Any question that directly or indirectly</strong></td>
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<thead>
<tr>
<th><strong>Marital/Parental Status (continued on next page)</strong></th>
<th><strong>BEFORE HIRING:</strong></th>
<th><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></th>
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<tbody>
<tr>
<td><strong>• Whether applicant can meet specified work schedules or has activities, commitments, or responsibilities that may hinder the meeting of work attendance requirements. If such questions are asked, they must be asked of both (married, single, divorced, engaged, etc.)</strong></td>
<td><strong>About marital status before hiring</strong></td>
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<td></td>
<td><strong>About the number and age of children</strong></td>
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<td></td>
<td><strong>Information on child-care arrangements</strong></td>
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<tr>
<td></td>
<td><strong>About pregnancy and if applicant plans to have (more) children</strong></td>
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<tr>
<td><strong>sexes.</strong></td>
<td>• Inquiries, made to both males and females, as to a duration of stay on job or anticipated absences</td>
<td>results in limitation of job opportunity in any way</td>
</tr>
<tr>
<td><strong>AFTER HIRING ONLY:</strong></td>
<td>• Married or single status for insurance and tax purposes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Number and ages of dependents and age of spouse for insurance and tax purposes</td>
<td></td>
</tr>
</tbody>
</table>

| **Military Service** | **CAN ASK:** | **IT IS ILLEGAL TO ASK/REQUEST:** |
| | • Inquiry into service in U.S. armed forces | • Military records |
| | • Branch of service and rank attained | • Military service of any country other than the U.S |
| | • Any education or job related experience as it relates to a particular job | • Type of discharge |
| | • Require military discharge certificate after hiring |  |

| **Miscellaneous** | Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal |  |

| **Name** | **For access purposes inquiry into whether the applicant's work records are under another name** | **IT IS ILLEGAL TO ASK/REQUEST:** |
| **CAN ASK:** | • Have you worked for this organization under a different name? | • About the name that would indicate applicant's lineage, ancestry, national origin, or descent |
| | • Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work and educational record? If yes, please explain. | • If a woman is Miss, Mrs. or Ms. |
| **CAN ASK:** | • Applicant to give maiden name or any previous name s/he has used | • Applicant to give maiden name or any previous name s/he has used |
| **IT IS ILLEGAL TO ASK/REQUEST:** | • About names which have been changed by court order, marriage or otherwise |  |

| **Organizations** | **CAN ASK:** | **IT IS ILLEGAL TO ASK/REQUEST:** |
| | • Organizational membership (professional, social, etc.) so long as affiliation is not used to discriminate on the basis of race, religion, sex, national origin or ancestry | • To request listing of all clubs applicant belongs to or has belonged to |
| | • Offices held, if any | • Names of organizations to which the applicant belongs if such information would indicate through character or name the race, religion, color, or ancestry of the membership |

| **Other Qualifications** | **CAN ASK:** | **IT IS ILLEGAL TO ASK/REQUEST:** |
| | • About any area that has a direct reflection on the job applied for | • Any non-job related inquiry that may present information permitting unlawful discrimination |

| **Photographs** | **AFTER HIRING ONLY:** | **IT IS ILLEGAL TO ASK/REQUEST:** |
| | • May be required for identification purposes | • Photographs before hiring (either requirement or request at his/her option) |
| |  | • To take pictures of applicants during interviews |

| **Physical Data** | **CAN REQUIRE:** | **IT IS ILLEGAL TO ASK/REQUEST:** |
| | • Applicant to prove ability to do manual labor, lifting and other physical requirements | • To ask height and weight, impairment or other non specified job-related physical data |
### Race/Color

**Can indicate that the institution is an equal opportunity employer**

**AFTER HIRING ONLY:**
- Can ask race for affirmative action plan statistics

**IT IS ILLEGAL TO ASK/REQUEST:**
- Any inquiry that would indicate race and/or color
- Color of applicant's skin, eyes, hair
- Any other questions directly or indirectly relating race or color

### References

**CAN ASK:**
- By whom were you referred for a position here?
- Names of persons willing to provide professional and/or character references for applicant
- General and work references not relating to race, color, religion sex national origin or ancestry

**IT IS ILLEGAL TO ASK/REQUEST:**
- To request references specifically from clergy or any other persons who might reflect race, color, religion, sex, national origin or ancestry

### Religion/Creed

**CAN ADVISE:**
- An applicant about normal hours and days of work required by the job to avoid possible conflict with religions or other personal convictions

**IT IS ILLEGAL TO ASK/REQUEST:**
- Applicant's religions denomination or affiliation, church, parish, pastor, or religious holidays observed
- Applicants may not be told that any particular religious groups are required to work on their religious holidays.
- About applicant's religion or religious customs and/or holidays
- Recommendations from church officials

### Work Schedules

**TO ASK:**
- To ask willingness to work required work schedule (choice of work days, shifts, etc.)
- To ask if applicant has military reservist obligations

**IT IS ILLEGAL TO ASK/REQUEST:**
- To ask willingness to work any particular religious holiday

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**You can discuss/ask:**
- The duties and responsibilities of the job. Ask questions that are relevant to the job itself.
- The organization's mission, programs, and achievements.
- Career possibilities and opportunities for growth, development, and advancement.
- Where the job is located, travel, mobility, equipment, and facilities available.
- The individual's qualifications, abilities, experience, education, and interests.
- What the person has done in previous job experience that makes them able to perform the job for which they have applied.
- What job related educational experience the applicant has that makes the individual able to do the job.
- What problems the applicant had on previous jobs, what he or she liked or disliked.
- If a topic (disability, religion, race, etc.) is brought up by the candidate you can discuss it - but it is not to be used as a reason for non-hire.

**You MAY NOT discuss/ask:**
- You may not ask questions about race, color, national origin, religion, sex, sexual orientation, disability, age, or ancestry.
- You may not ask in a series of interviews for a given position, questions directed at one sex and not of the other.
• You may not ask if a candidate has filed or has threatened to file discrimination charges.
• You may not ask questions about one's credit rating or request financial data.
• You may not ask for original name of an applicant whose name has been changed by court order or otherwise.
  o You may ask for applicant's full name.
  o You may also ask: "Have you ever worked for MTU under a different name? Is any additional information relative to a different name necessary to check your work record? If yes, explain."
• Do not ask applicant how long he/she intends to work.
• Do not ask general questions about high school or college degrees unless you can prove the educational degree inquired about is necessary to perform the job.
• Be professional and consistent in addressing men and women. If using first names, do so for all candidates.
• Avoid flirting, patronizing, or making sexual/ethnic jokes during the interview.
• In making a selection or recommendation, avoid making assumptions such as the following:
  o Supervisors or managers might prefer men or employees of certain ethnic/racial origins
  o Clients or customers might not want to deal with women or minorities
  o Women's work might lack credibility
  o The job might involve unusual working conditions that would disqualify the applicant
• Do not place undue emphasis on conditions of employment (such as travel, heavy lifting, long hours, etc.) in hope of discouraging the candidate and getting him or her to withdraw from the competition.
• If asked, give accurate information about the number of women or minority employees already in the organization. If a candidate asks, and if you don't have women or minorities in your own department, then you may arrange for the person to meet other women or minority staff members if asked to do so. Do not assume that this person will necessarily want to meet other women or minority employees.
• If you're going to discuss the town or city, mention everything and do not try to over-emphasize the town's aspects, such as the town is a good place for families and bring up children.
• In general, avoid references to a candidate's personal happiness (i.e., social and/or sexual). Don't assume that your town or city is not the place for a single person or for minorities.
• Obviously, do not indicate that you're interested in hiring a women or minority person as a statistic to improve your department's Affirmative Action/Equal Employment Opportunity profile. It's unlawful and an insult to apply different standards based on an applicant's sex or minority status.
• Treat the applicant like an adult; don’t be patronizing.

Any inquiry should be avoided that, although not specifically listed among the above, is designed to elicit information as to race, color, ancestry, age, sex, religion, disability, or arrest and court record unless based upon a bona fide occupational qualification.

Sources
University at Albany - State University of New York
http://hr.albany.edu/content/sflegalq.asp Personnel Practices for Small Colleges, NACUBO
MTU Hiring Guide http://www.admin.mtu.edu/aao/HGcontent04.htm
University of Colorado at Colorado Springs http://web.ucsc.edu/affirm/Search%20man%20docs/guidelines for checking referenc9.htm
http://www.admin.mtu.edu/hro/forms/whatyoucanandcantasklongversionmayO 5.pdf
Telephone/First Round Interview Questions (rev. 1-20-11)

Applicant __________________________ Position ______________________________

Interviewed by __________________________ Date __________________________

(If ABD, confirm when degree is completed)

1. Why do you want to come to SMC for this position? What draws you here?

2. Review for us your professional background (clinical, teaching, research), especially as it pertains to this position.

3. Describe your teaching philosophy or teaching style and the techniques you use.

4. How do you address diversity in your courses and your teaching? Consider all forms of diversity: ethnicity, gender, age, disability, SES, religion/spirituality, sexual orientation.

5. Please give us a recent example when you had to resolve a conflict in a teaching or clinical work setting.

6. Review for us your research interests and your scholarly work. What are you currently doing? What are your future plans for your scholarly agenda?

7. Please describe for us your approach, philosophy, and involvement in service endeavors. How you have been active in an academic community and/or in the field of counseling?

8. How do your goals and values mesh with the values and mission of SMC?

9. What questions or concerns do you have for us?
On Campus Interview Questions

Applicant __________________________ Position______________________________

Interviewed by _______________________________ Date_____________________

Preface: There are 18 questions, so please answer briefly. We will ask if we want further elaboration.

(If ABD, confirm when degree is completed)

Teaching:

1. Describe your teaching philosophy and how you put it into practice. What kinds of teaching strategies have you discovered to be most effective?

2. How do you approach teaching traditional undergraduates as compared with graduate students and adult learners?

3. In your teaching, how do you develop your Student Learning Outcomes/Course Objectives and then follow through with readings/assignments/class activities?

4. Describe your grading philosophy and how you assess students' demonstration of the learning outcomes.

5. How do you address diversity in your courses and your teaching? Consider all forms of diversity: ethnicity, gender, age, disability, SES, religion/spirituality, sexual orientation.

6. What would your students tell us about you? How would they characterize your teaching style?

7. Give us an example of when you had to work with a challenging student. Tell us what you did and how you handled the situation/relationship. What did you learn? What might you have done differently?

Research:

8. Review for us your research interests and your scholarly work. What are you currently doing? What are your future plans for your scholarly agenda (future research trajectory)?

Diversity:

9. Describe your experiences working in a multicultural or diverse community or environment. In what ways have you integrated issues of diversity into your
How do you encourage people to honor the uniqueness of each individual? How do you challenge stereotypes and promote sensitivity and inclusion?

Tell us about a time you took responsibility/accountability for an action that may have been offensive to the recipient and how you did that.

Service (Preface with SMC service expectations):
(Mention something about what SMC service means.) Service in the SMC faculty context also includes service on institutional committees and clubs, administrative duties sometimes, task groups, service on external committees related to field and/or community.

What service opportunities have you had vis a vis SMC’s expectations?

If none, in what ways might you want to contribute service on a college campus?

What service endeavors have you enjoyed (expect you might enjoy) the most and why?

Service to the profession: How have you been active in an academic community and/or in the field of counseling?

Preface with SMC’s 3 traditions (Lasallian, Catholic, Liberal Arts):

What have you done to familiarize yourself with the College?

What aspects of these traditions are meaningful to you and why?

Other:

What are the most significant challenges you’ve experienced at the institutions where you have worked?

Talk about a time when you were placed on a team and you or someone on that team didn't see eye-to-eye.

What questions do you have for us?

Do you have any concerns about this position?
Request to Confirm Finalists in Ranked Faculty Searches (SOLA)

1. Department:
2. Name of Search Chair Submitting Request:
3. Field/Position of Faculty Search:
4. What steps were taken to insure a strong, diverse pool in this search?

5. How many people applied for the position?
6. How many candidates were granted preliminary interviews?
7. When, how (where or by what medium), and by whom were the preliminary interviews conducted?

8. Names of the 3 candidates identified as preferred finalists for campus interviews:
   a. ____________
   b. ____________
   c. ____________

9. Please provide a brief narrative explanation (1-2 paragraphs) of how the committee selected its preferred finalists. Specifically, (1) state whether each candidate meets all of the required qualifications and (2) explain briefly by which preferred qualifications or other criteria these candidates were evaluated as superior to others in the preliminary interview pool. (1-2 paragraphs, total)

10. DOCUMENTS TO ATTACH:
    a. Job ad/posting
    b. Finalists’ cvs
    c. Finalists’ application letters

[SOLA 2015]
Reference Checking

Why reference checking is important

• Verifies information on the resume
• Relatively quick and cost-effective check for something that may have major ramifications if not done
• Helps in discerning if candidate is either a “fit” and/or “high performer” who will push boundaries and contribute value added to department.
• It helps avoid charges of "negligent hiring."

Here are some other schools’ guides:
Auburn University
University of Connecticut
Loyola University Chicago
Stanford University

Pitfalls

It's important not to conduct references checks without a signed release from the candidate. A signed release protects the College from being sued for invading privacy or for damages in the case where a candidate loses his/her job or fails to receive a promotion because of your reference checking. Many time employers will only give you information regarding the position title and dates of employment. If you have a signed release, be sure to convey that information to the reference and be careful that you don't ask any questions that you would not ask a candidate during an interview.

Sample reference checking questions

What were the most recent job duties?
Did the candidate get along well with management and peers?
How did the candidate's performance compare to others with similar job duties?
How would you describe this candidate’s role as part of a team?
Does the candidate communicate well orally and in writing?
How would you describe the candidate's teaching and leadership skills?
Describe the candidate’s decision-making process?
How well did the candidate manage crisis, pressure, and/or stress?
How do you rate the candidate's ability to plan short term? Long term?
How would you describe the candidate's technical skills?
Did the candidate earn promotions?
Why did the individual leave your organization? [Why does the candidate want to leave your organization?]
What are the candidate's strong/weak points?
What are the candidate's accomplishments?
What were the results of the candidate's most recent teaching evaluations?
How did he/she work with faculty peers, other faculty, administrators and staff?
How did he/she work with students?
Give an example of his/her scholarly work and/or creativity. How would you describe his/her success in developing others?
Is there anything else you would like to add that we haven't covered?
Given the position as I’ve described it, would you hire [name of candidate] for the position?
What type of advice would you give his/her next employer to ensure success?
If the [name of candidate] were to come and work for us what kind of professional development opportunities do you think we should offer him/her?
Regret #1

Thank you for your interest in employment at Saint Mary's College of California. We regret to inform you that we will not be pursuing your candidacy for this position. The selection process was highly competitive and we have decided to move forward with a candidate whose qualifications better meet our needs at this time. We thank you for your interest in Saint Mary's College of California and wish you all the best in your future endeavors.

Regards,

SMC Hiring Team

Regret #2 Position cancelled

Thank you for your interest in employment at Saint Mary's College of California. We appreciate your patience while your application was evaluated. Regretfully, the [insert name of position] position has been cancelled. On behalf of Saint Mary's College, thank you for your application.

SMC Hiring Team