**Examples of Interview Preparation**

1. Each committee member should review the specifications of the position (detailing desired personal and professional attributes).
2. The lead interviewer(s) should allow sufficient time and never appear hurried or anticipate the candidate’s responses or their own next question. Pause occasionally. Interviewing is often stressful for both the interviewer and the interviewee; each profits from a brief respite. Often what the interviewee adds to the response after a pause is quite significant.
3. The setting should allow sufficient privacy to encourage the candidate to speak freely. Relax and help the candidate to relax. The more relaxed the candidate, the more useful information you will obtain.
4. Extend the same courtesy and consideration to the candidate that you would to a guest in your home. Remember, the candidates are not applicants. These individuals have expressed a willingness to explore your position; that is the only commitment made in advance. Treat the candidate as an equal. Put the candidate at ease by finding something in common.
5. Think of the interview as a conversation in which you have a genuine interest in learning more about the other person. Maintain your sense of humor and the greatest possible degree of spontaneity. Smile. Be supportive. Don’t be reluctant to acknowledge ignorance on a given subject.
6. Let the candidate speak most of the time. Make your own inquiries as specific and concise as possible. Do not allow the candidate to digress into irrelevant subject matter. Interrupt pleasantly if need be. Be non-judgmental and do not show surprise or disagree.
7. Ask open-ended questions, which do not telegraph the answers you seek; however, press until you get the information you need. Do not be satisfied with vague or unclear responses.
8. Do not ask questions which can be satisfied with a yes or no answer. Open-ended questions begin with who, what, why, when, tell me, and how. Ask for value judgments.
9. Separate questions, which need factual answers from assumptions, based on unknown facts, in order for you to evaluate candidates. Keep clear for yourself what you know that is factually based and what you have a need to know more about. These questions will be helpful in the development of background information.

1. Do not make premature decisions. Take pertinent notes as the candidate talks – both facts and impressions. Keep an open mind until the interview has been concluded and you have reflected on the information gathered. You will probably be best served by recording your thoughts before discussing the candidate with others.
2. Allow the candidates time (between 15 and 30 minutes) to ask questions before the interview ends. We should make your answers reasonably brief; to allow the candidate to ask as many questions as he or she feels you can distinctly best answer.
3. Reassure the candidate you are personally committed to keeping his/her consideration of this position in strict confidence.
4. At the end of the interview, the candidate should have reached the conclusion that the committee is sincerely interested in him or her as a possible fit. His or her interest in coming back for a finalist second interview will be based, in part, on whether he/she felt the committee was comfortable with him or her.

**Preparation and Opening the Interview**

We will invite the prospect to enter and make appropriate introductions

1. Structure the interview:
   * Questions will be asked by committee members.
   * Questions will ask the prospect to describe situations he/she has faced and how they responded to them.
   * The prospect will have an opportunity at the end of the interview to ask questions of the committee.
2. The interview:
   * Opening remarks.
   * Tell them about how many questions they will have within how much time.
   * Ask them to give specific examples of experiences as part of answers to questions.
   * Ask them to speculate on how their experiences as described in each answer could apply to this answer.
3. Interview questions.
4. Final question.
5. Prospect questions of the committee.
6. The Chair will thank the prospect and inform them how/when they will be notified of next steps in the process. We will handle follow-up and debriefing of each prospect and report results back to the committee.

**Sample Opening Remarks**

1. Please briefly describe the highlights of your professional experience and your reasons for interest in this position.

**Sample Questions about the Candidate**

1. What do you see as the most important challenges facing higher education today and how, if you assumed this position, your knowledge, skills, and experiences would enable you to meet those challenges.
2. How will you help the University fulfill its teaching and research mission?
3. What activities might you undertake to increase scholarly output, ranking, and the reputation of the institution?

**EXAMPLES OF UNKNOWLEDGEABLE RESPONSES**

* Cited insignificant situations
* Examples merely demonstrated routine job performance.
* Techniques appeared vague or “made up.”
* Seemed surprised by the question, had not consciously attempted to motivate others.
* Used inappropriate or ineffective techniques for motivation.
* Showed little regard for people.
* Described unimpressive results.

**EXAMPLES OF AVERAGE KNOWLEDGE RESPONSES**

* Cited a relevant situation.
* Responded adequately.
* Described techniques and performance adequately
* Used effective motivational techniques.
* Demonstrated appropriate balance between people and task orientation.
* Described successful results.

**EXAMPLES OF DEMONSTRATED KNOWLEDGE RESPONSES**

* Cited an important situation.
* Took charge and responded effectively.
* Described clear and specific techniques for bringing about strong performance.
* Used highly effective motivational techniques.
* Clearly worked hard to maximize subordinates’ performance.
* Demonstrated very successful balance between people and task orientation.
* Described highly successful results.

**Sample Questions Administrative Skills**

1. Tell us how you planned and executed the most important program or project that you have been responsible for implementing.
   * How did you coordinate completion of the necessary activities?
   * How did you monitor progress?
   * What obstacles did you encounter?
   * How did you overcome them?
2. What have you done and/or would you do to improve
   * Relationships with and support from the business community?
   * Quality of teaching, scholarly activity and service?
   * Ethnic, gender, and cultural inclusiveness?
   * Movement from tolerance to action in support of inclusiveness?
   * External funding?
   * Faculty/staff compensation and morale?
   * Public relations with community/legislature?
   * Resource development?
   * Government relations/advocacy?
   * Fiscal responsibility?
3. What will you need to accomplish to be viewed as successful in three to five years and how will the performance be measure?
4. How do you work to prevent crisis, respond to crises?
5. What is your management style and how is it in evident in your work? Provide an example.
6. How do we enable people to be fluent in the computing of their discipline and specialty?
7. A persistent challenge facing instructions of higher education is the successful recruitment and retention of students, faculty, and staff of color. Can you describe for us the initiatives you have been involved with to address this issue? How successful were these efforts and what specific role did you play in these activities?
8. What has been your role in enhancing the quality of student life beyond the classroom?
9. Describe the experiences you have had in working on collaborative efforts with units across campus.
10. How would you propose to make graduate education at this institution more competitive for incoming students and worth remaining here after their first semester or first year? What would you propose to increase graduate student funding for research and overall support?

**EXAMPLES OF UNKNOWLEDGEABLE RESPONSES**

* Established no priorities.
* Neglected documentation.
* Plunged into work without developing clear plans.
* Had no system for monitoring progress.
* Did not adapt well to obstacles.
* Failed to follow through.

**EXAMPLES OF AVERAGE KNOWLEDGE RESPONSES**

* Described a few established priorities
* Provided appropriate documentation
* Showed evidence of some developed clear plans
* Had some kind system for monitoring progress
* Showed adapting to change with obstacles
* Demonstrated Follow through

**EXAMPLES OF DEMONSTRATED KNOWLEDGE RESPONSES**

* Established priorities.
* Documented which tasked needed to be accomplished.
* Laid out clear plans, set goals with timetables.
* Established a clear system for monitoring progress.
* Dealt effectively with obstacles; adapted plans well.
* Followed through to completion.

**Sample Questions Related Judgment and Decision Making Skills**

1. Tell us about a difficult decision you made on the job.
   * What was the situation?
   * What made it a difficult decision to make?
   * What sources did you use for gathering information?
   * What alternatives did you consider?
   * What made you choose the situation you did?
   * What was the outcome?
2. Describe the most innovative solution to a problem you have developed in the past year.
   * What was the solution?
   * What was the role in developing the solution?
   * What approach did you take to developing the solution?
   * What was the outcome?
3. Describe the decision you’ve made that you wish most, in hindsight, you could take back.
   * What factors guided your initial decision-making?
   * How did you come to the conclusion that your course of actions wasn’t correct?
   * What did you do then?
   * What have you done differently as a result of the experience?
4. On a typical day, how do you spend your time at work? When not at work?

**EXAMPLES OF UNKNOWLEDGEABLE RESPONSES**

* Cited routine, uncomplicated problems.
* Did little to no analyzing.
* Made no attempt to consider alternatives or implications.
* Made haphazardly or impulsively decisions
* Showed little resourcefulness.

**EXAMPLES OF AVERAGE KNOWLEDGE RESPONSES**

* Mentioned complex and uncomplicated problems.
* Did little analyzing before making decisions
* Made come attempt to consider alternatives or implications.
* Made sound decisions
* Showed resourcefulness.

**EXAMPLES OF DEMONSTRATED KNOWLEDGE RESPONSES**

* Demonstrated effective resolution to complex problems.
* Sought sufficient information before making decision.
* Considered logical alternatives.
* Laid out pros and cons.
* Made reliable decisions based on careful analysis.
* Resolved the situations effectively.
* Showed considerable resourcefulness.

**Sample Questions Related to Motivation**

1. Describe the last time you went the “extra mile” to accomplish something important.
   * What was the situation?
   * What did you do?
   * What made it an extra effort?
   * What was the outcome?
2. What has been the riskiest course of action you’ve recommended?
   * What did you recommend?
   * What made it risky?
   * How did the organization respond?
   * How did it turn out?
3. What is the minimum amount of time you would want to remain in this position and why do you believe that amount of time is the minimum for you?
4. Within the amount of time you have indicated as the minimum, what would you think would be the emphasis of most of your time each year and what would you hope to have accomplished at the end of each year?
5. What do you consider to be a peak (post or future) of your career? Why do you consider your example to be a peak?
6. What do you hope to be doing 5-10 years from now?
7. If you were independently wealthy, how would you spend your time?
8. What would you want graduates to say about their college experience five years after they graduate?
9. What can be done while students are enrolled in college to create an excitement and willingness to be supportive alumni?
10. What do you believe you role would be in creating a college environment where alumni are supportive and saying positive comments about their experiences when they were students?
11. What might you do to attract and keep top faculty of national rank?

**EXAMPLES OF UNKNOWLEDGEABLE RESPONSES**

* Demonstrated little to no initiative.
* Gave up when faced with obstacles.
* Had difficulty citing “extra effort” examples.
* Took little risk; did not go beyond status quo.

**EXAMPLES OF AVERAGE KNOWLEDGE RESPONSES**

* Showed some initiative
* Showed struggle when faced with obstacles but tried to accomplish goal
* Gave good “extra effort” examples
* Took some risks

**EXAMPLES OF DEMONSTRATED KNOWLEDGE RESPONSES**

* Demonstrated a high-level of initiative.
* Persisted to accomplish goals.
* Demonstrated extra effort routinely.
* Took appropriate risks.

**Sample Questions Related to Personal Characteristics**

1. Tell us about the most stressful situation you have encountered on the job.
   * How did you identify the situation as being stressful?
   * What was the situation?
   * What made it particularly stressful?
   * What did you do?
   * How did you manage your level of stress?
2. Describe the incident that best illustrated your ability to maintain equilibrium or a sense of humor in a tough situation.
   * What was the situation?
   * What did you do?
   * What response did it evoke?
3. Tell us about the most frustrating experience you’ve encountered as a professional.
   * What happened?
   * How did you respond to the frustration?
4. Would you share with us an experience you found to be personally rewarding and an experience, which you found to be professional rewarding?
5. What core value do you bring to your profession? Give an example of how these core values are evidenced in your work.
6. What project do you consider your greatest success? Describe why you undertook it and what you did to make it work?

**EXAMPLES OF UNKNOWLEDGEABLE RESPONSES**

* Describe insignificant situations.
* Made poor decisions.
* Gave weak or confusing rationale for actions.
* Appeared highly uncomfortable under ambiguity.
* Became stymied or incapacitated.
* Affected considerably by stressful situations.
* Shows no sense of humor.

**EXAMPLES OF AVERAGE KNOWLEDGE RESPONSES**

* Provided minimal significant situations
* Made reasonable decisions
* Appeared a little comfortable in ambiguous situations
* Seemed at ease when under stressful situations
* Showed a little sense of humor

**EXAMPLES OF DEMONSTRATED KNOWLEDGE RESPONSES**

* Described important situations.
* Made professional/specialized decisions.
* Gave sound rationale for actions.
* Appeared comfortable in ambiguous situations.
* Performed effectively under stress and ambiguity.
* Managed stress effectively.
* Has a well-developed sense of humor.

**Sample Questions Related to Knowledge about the Areas of Specialty**

**Ask only if needed**

At this point in the interview, review the job specification and determine if the discussion during the interview has raised questions in your mind about certain skills and/or experiences. If so, ask:

What experiences have you had and what specific tasks have you performed in the areas of:

* Tailor to position specification

**TEACHING:**

1. What is your basic teaching philosophy?
2. Provide a general overview of your teaching experience. What courses have you taught?
3. What courses would you like to teach?
4. Provide specific examples of past challenges you encountered in teaching undergraduates.
5. Have you participated in any teaching preparatory program (e.g., Preparing Future Faculty)? If so, describe your experience.
6. How do you address different learning styles? Different cultural backgrounds in teaching?

**RESEARCH:**

1. Describe your research.
2. What would graduate students learn in your laboratory? What kinds of experiments/methods would they perform?
3. Where do you see your research in five years?
4. What are your most promising sources of funding?
5. How do collaborations influence the future directions of your research?
6. Who might you collaborate with here on campus? Would you have other collaborators outside the university?
7. Tell us how your research has influenced your teaching.
8. In what ways have you been able to bring the insights of your research to your courses?
9. What is the status of any manuscripts or grant proposals in progress?
10. For senior candidates: How many students have you graduated from your lab? What is the status of your current students?
11. What are your space and equipment requirements?

**PROFESSIONAL PRACTICE/OUTREACH:**

1. Describe your experience in professional practice or outreach.
2. Who do you consider your clientele or stakeholders?
3. How does professional practice/outreach integrate with/influence your teaching and or research?

**Final Questions/Additional Comments**

1. Is there anything else regarding your qualifications that you would like to share with the Committee?
2. Do you have any concerns about this position?

**Prospect’s Questions**

1. List the questions asked by the prospect.
2. Were the questions on target with your needs and appropriate for the position?

**NOTES**

CANDIDATE NAME:**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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AREAS OF QUESTIONS:

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ADDITIONAL NOTE:

Reviewer Name (Optional) : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_