

# Application Review and Candidate Interview Procedures

## Identify the Finalists

- Develop a list of selection criteria and a process for rating candidate applications *before* beginning the application review process. The selection criteria must be directly related to the duties and expectations outlined in the position description and should include the candidate's potential to make contributions to a community that values diversity. Reach consensus within the search committee on how different qualifications will be considered (e.g., the relative weight to be given to research versus teaching experience). The scoring rubric should include ratings of each applicant on both required and desired qualifications, but it need not be quantitative. Scoring should be evidence-based.
- If the position is one where affirmative action initiatives have been deemed appropriate, the chair of the search committee must receive authorization from the Dean of the College to proceed before the search committee begins to review applications for the purpose of identifying semi-finalists.
- All search committee members should take part in the application review and evaluation process. Following pre-established process guidelines, other faculty and staff may also be involved.
- *Search committees may formally review only applications that are complete. Candidates with incomplete applications may not be semi-finalists or finalists.*
- All applications must be reviewed by more than one member of the search committee.
- Notify applicants not selected for further consideration in a timely manner.
- If the position is one where affirmative action initiatives have been deemed appropriate, the chair of the search committee must receive authorization from the Dean of the College to proceed before the process of selecting finalists from the pool of semi-finalists is begun.
- *(Optional)* Solicit written responses to St. Olaf's mission statement from all semi-finalists for use in the finalist selection process.
- Conduct telephone or face-to-face interviews with all semi-finalists. Develop a list of questions to be asked of each candidate and a system for rating the responses. (NOTE: Interviews at a professional conference should be conducted in public areas, not a hotel bedroom.)
- *(Optional)* Check references of semi-finalists. Develop a list of questions for telephone reference checks and a procedure for reporting responses to the search committee. Always secure permission from the candidate before contacting their references.
- The search committee chair should discuss each semi-finalist's qualifications with appropriate department chairs and directors of interdisciplinary programs as well as with the Associate Dean before initiating the deliberations that will lead to the recommendation of finalists.
- The Associate Dean should be a participant in the meeting at which the recommended finalists are selected.

- The chair of the search committee must receive authorization to proceed from the Dean of the College before any of the candidates who have been recommended as finalists are invited for on-campus interviews.

## Interview the Finalists

- Ordinarily, 3 candidates for each tenure-track position should be brought to campus for an interview.
- At the time the invitation to an on-campus interview is extended, each candidate should be encouraged to contact the Human Resources Office to discuss any special assistance that may be required, the need for disability accommodations, etc.
- Finalists who come to campus for an interview must prepare a statement (2–3 pages) describing how he or she can contribute to the three parts of St. Olaf’s mission. Each part, including St. Olaf’s character as a college of the church, should be addressed in this statement. Finalists should submit this statement well in advance of the first day of their interview — see below.
- In general, the department should arrange to purchase candidates’ airline tickets directly; candidates should not be asked to purchase their own airline tickets. Departments should also arrange to pay candidates’ local lodging expenses directly.
- Candidates should be provided copies of the college’s mission statement, the “St. Olaf College Recruitment Statement,” Section 4.VII of the *Faculty Manual*, and the department’s statement on significant professional activities as soon as possible after they accept the invitation to an on-campus interview.
- Each candidate’s on-campus interview schedule must include appointments with the President, the Dean of the College, the Associate Dean, and a representative of the Human Resources Office. Please schedule an appointment (30 minutes) with the President, and then schedule an appointment (30 minutes) with the Dean of the College. Finally, schedule appointments with the Associate Dean and the Human Resource Office.

The President, the Dean of the College, and the Associate Dean must each be supplied with a completed “Tenure-Track Faculty Interview Form” as well as copies of the candidate’s application materials and response to the college’s mission statement *at least 48 hours in advance of their scheduled meeting with the candidate.*

- Each candidate’s interview schedule should include meetings with students and faculty as well as hosted meals with members of the department. If appropriate, meetings with the chairs of other departments and the directors of interdisciplinary programs should be included in the interview schedule.
- During the on-campus interview, each candidate should demonstrate his/her potential both by teaching a class and by giving a scholarly talk or presentation of creative work for faculty (inside and outside the home department) and interested students.
- All inquiries of candidates, whether made on a form, in an information request, or during an interview, must comply with federal and state law. Search committees should make sure that everyone participating in candidate interviews is aware of the rules regarding fair and legal pre-employment inquiries. (See “Guidelines for

Pre-Employment Inquiries” and “Interview Questions to Avoid” for additional information.)

- Meals for the candidate should be provided while that person is our guest. To hold expenses down, St. Olaf facilities should be used whenever possible. Also, in general, no more than two people should accompany a candidate to a meal. Employee reimbursement for meals and alcoholic beverages is governed by the college’s “Travel and Business Expense” policy (<http://www.stolaf.edu/offices/treasurer/travelpolicy.htm>).
- Candidates should be reimbursed for documented mileage and reasonable out-of-pocket expenses. Please give each candidate a “Statement of Recruiting Expenses” form and an IRS W-9 form (<http://www.stolaf.edu/offices/treasurer/fw9.pdf>) when he/she comes to campus. *Receipts are required for all reimbursement requests, with the exception of mileage.*
- Solicit written remarks from everyone that met with or interviewed each candidate. The search committee should develop a form for this purpose.