

**Farmingdale
State College**
State University of New York

**Faculty and Staff
Search Procedure Manual**

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INTRODUCTION

The Search Procedure Manual is intended to assist you in the search process and help to ensure that the College's interests are served by hiring the best candidate, and to protect the integrity of the search process for both the candidate and the Institution. Please read this manual before you begin a search.

The Search manual contains an overview; ad description of the procedure; appendices with relevant terminology and interview questions; and documents necessary to complete a search.

The Department of Human Resources will assist you throughout the process and be available to answer any questions you may have.

The search for and hiring of highly qualified faculty and staff are important activities for the College. Our success as an institution depends upon our ability to hire and retain excellent personnel.

22.	Human Resources notifies candidates, through Interview Exchange, that they have not been selected for consideration.	
23.	The Vice President/Dean/Director schedules and conducts second level interviews. Note: Reference reports will be given to Vice President/Dean/Director prior to offer second level interviews	
24.	The VP/Dean Offers the selected candidate and notifies HR of selected candidate so HR can begin background investigation. HR will notify the VP/Dean of the background clearance.	
25.	The Vice President/Dean/Director sends a memo the Department of Human Resources indicating who was selected and the anticipated start date, and the salary (see sample memo, Appendix F). A copy of the selected candidates' resume should be attached to the memo.	
26.	Human Resources and the President sign off on final approval for candidate, including negotiated salary	
27.	Candidate is sent offer letter with an official start date.	
28.	The Search Chair must send HR all remaining search materials including: list of questions, candidate evaluation forms and any other documents pertaining to the search or interviews	
29.	Human Resources moves selected candidate into selected/hired folder.	

OVERVIEW AFFIRMATIVE ACTION & EQUAL OPPORTUNITY LAWS

Equal Opportunity

Federal equal opportunity laws prohibit discrimination on the basis of race, gender, color, national origin, religion, disability, age, marital or veteran's status. Additionally, New York State agencies are prohibited from discrimination on the basis of sexual orientation and gender identity. These laws and policies require that neither the College nor any of its representatives discriminate in any employment decisions, including recruitment, selection, promotion, compensation, training opportunities, job assignments, disciplinary actions, discharge or any other conditions of employment. Equal opportunity requires the elimination of all existing discriminatory conditions, whether purposeful or inadvertent.

Affirmative Action

Federal affirmative action law requires employers to take positive measures to recruit and employ qualified women and minorities to correct effects of past discrimination, to eliminate present discrimination and to prevent future discrimination. An affirmative action program is a set of specific and result-oriented procedures done in good faith to encourage the ideals of equal employment opportunity. Affirmative action is not a quota system and does not give hiring preferences to those who are not qualified for positions.

Federal law defines affirmative action candidates as those classified as Black or African American, Hispanic, Asian, Native Hawaiian/Pacific Islanders, American Indian or Alaskan Native. Women are also included. Separate legislation covers Vietnam era and disabled veterans and people with disabilities

Affirmative action measures are designed to cast the net as far and wide as possible to reach the greatest number of affirmative action candidates. These measures require more than simply placing an advertisement or posting a job vacancy notice. Extra efforts must be made to reach out specifically to affirmative action candidates. This guide will assist you in these efforts.

A central function of the Affirmative Action Policy is to monitor and evaluate the college's implementation of Federal and State laws, and local and SUNY-wide policies regarding equal opportunity and affirmative action.

Search Procedure Overview

Careful hiring gives the College its most valuable resource—its staff. Over the years, Farmingdale State College search committees have completed numerous successful searches, which have resulted in the hiring of highly qualified individuals. Maintaining this practice is indispensable to the continued excellence of the College. Searches must comply with all steps of the Search Procedure Manual in order for the College to hire candidates successfully. In the following pages, the search process is explained in detail.

Recruitment Plan

With the assistance of the Human Resources Department, the Hiring Manager will develop a plan to advertise the position widely. This may include posting the position on select electronic job boards including HigherEdJobs.com, and other academic and trade publications. Ads may include journals geared towards attracting candidates in a protected class.

It is also important that Committee members take an active role in networking and otherwise publicizing the position using the approved vacancy announcement. Members have access to professional associations and circles, including attending meetings and posting on websites and discussion groups, that may be useful in attracting a wide variety of candidates, helping to ensure a deep pool. It is imperative that all ads, free or otherwise, get placed through the Department of Human Resources so we can track our success rate sourcing candidates from various venues.

Requisition Process

All full time, part time and temporary positions (not including adjuncts) will now require a formal requisition process. It is recommended that managers first get verbal approval from their area vice-president before proceeding with the requisition process. Once you have obtained verbal approval, a manager can move forward with the formal requisition process.

To begin the process go to the Human Resources forms webpage on the Farmingdale State College website: http://www.farmingdale.edu/administration/administration-finance/human-resources/pdf/request_to_hire.docx . Complete the required fields in the Request to Hire form. This form should be saved electronically, with a job specific name and emailed to Human Resources. Please note only electronic versions will be accepted.

This description will be used to create the job posting. Extreme care should be taken when selecting the required and preferred qualifications. If for any reason these must change, the job will need to be reposted and the timeline will be pushed back. The language used in the description must be specific and clear to avoid unnecessary and unsubstantiated claims of systemic discrimination. In regards to the Core Questions please note these need to be YES or NO answers and should reflect exactly what is required for the position.

Human Resources will create an electronic requisition that will be circulated via Interview Exchange. Once the necessary approvals are obtained, the hiring manager will be notified. The job will then be posted and advertised.

Formation of The Search Committee

The Search Committee and each of its members shall act on behalf of, and represent, Farmingdale State College. Members must at all times respect the confidentiality of the process and contribute to its integrity. All members serve on the committee to interview qualified candidates and to recommend candidates to the appropriate Dean, Director or Vice President. It is the responsibility of each Search Committee to promote equal opportunity.

1. The Vice President, Department Chairperson or Director forms a Search Committee, consulting with the appropriate Vice President and the Human Resources Department, as needed.
2. The Vice President Department Chairperson or Director informs the search committee member they have been chosen and asked to serve on the committee.
3. Search Committee Members must obtain approval from their supervisor prior to agreeing to serve on a Search Committee.
4. A Search Committee should be comprised of:
 - Three to seven individuals (five are recommended)
 - Diverse groups of individuals including members of underrepresented groups, e.g. women, minorities, disabled persons etc.
 - Members from a broad cross-section of departments (when applicable)

Search Committee Training Meeting

1. Human Resources will schedule an orientation meeting that all Search Chairs must attend.
2. Topics addressed during the meeting include:
 - A. Affirmative action goals for the Department and the College
 - B. A review of the definition of underrepresented groups
 - C. The steps taken to identify, recruit, and select candidates including: CV/resume screening, telephone screening, interviewing, reference checking, and evaluation and selection of finalists
 - D. Specific methods to identify and recruit members of underrepresented groups
 - E. The basics of the Interview Exchange system
 - F. A review of legal and procedural issues related to the search and conducting an interview
 - G. Identification of key questions the Search Committee wants to ask candidates
 - H. Issues of confidentiality
 - I. The responsibilities of Search Committee members in the selection process
 - J. Completion of the Search Committee Timeline
3. All Search Committee members must have completed the training
4. Once training is complete access is granted to the search.
5. Training must be completed annually.
6. Search Committee chairs must attend live training with Human Resources once annually.

Role of the Search Committee

At the first search committee meeting, the group must develop a set of questions to be used for each candidate. At the same time the candidate evaluation form (see **Appendix A**) must be developed. A copy of the interview questions and the candidate evaluation form must be sent to Human Resources for approval before any candidates can be interviewed.

It is expected that during the search process, committee members must:

1. Provide meaningful comments for each qualified candidate. Each member must explicitly state:
 - a. how the candidate does not meet qualifications – be explicit
 - b. If the candidate meets minimum qualifications
 - c. If the candidate exceeds qualifications
 - d. If the candidate is recommended for interview – yes, no or maybe. **If “no” state why.**
2. Participate in all search committee meetings
3. Use the Interview Exchange online system
4. Read and evaluate cover letters and CV's/resumes
5. Engage in discussions with Search Committee members and candidates
6. Evaluate the candidates who are interviewed by using the Candidate Evaluation Form
7. Seek to reach consensus
8. Present candidates for the final interview.

Applicant Tracking

The Office of Federal Contract Compliance (OFCCP) requires that every search track applicants through the selection process to ensure equal opportunity and fairness in the hiring and selection process. If Farmingdale State College is audited by OFCCP, the College will be asked to provide applicant tracking documents for all searches.

Applicants/semi-finalists are tracked via Interview Exchange through the CV/resume reviews and interviews. Reasons for selection/rejection are based on the minimum selection criteria and responses to follow up questions and/or interview questions and are recorded in Interview Exchange.

The Farmingdale State College Applicant Tracking Log can be generated through Interview Exchange. It will be populated with all pertinent information related to the search. It is the responsibility of the search committee to provide specific information into the electronic files on the minimum selection criteria, responses to interview questions, references, interview performance, student evaluations, and any other pertinent information related to the vacancy.

Screening of Applicants and First Level Interviews

Special Note: All individuals with access to the materials involved in the search process must maintain **STRICT CONFIDENTIALITY** with information, including applications and committee discussions, in order to protect candidates throughout the search process.

1. The committee may begin to screen applicants at www.hirezon.com based on the minimum criteria selected at the time of posting (Core Requisites).
2. Each committee member will log on using their interview exchange user name and password and do an initial screening of each applicant.
3. **Each qualified candidate must have a comment entered explaining the recommended disposition of the application. Acceptable comments are as follows:**

a. Not Qualified

Does not meet minimum qualification for:

- Education
- Degree in field
- Experience
- Research and publications
- Certification(s)
- Other (indicate what is missing in comments section)

b. No for Interview

Meets minimum qualifications but:

- Weak education
- Degree is related but not precisely in field
- Weak job experience
- Weak research and publications
- Weak certifications
- Weak in other (indicate what is weak in comments section)

c. Maybe for Interview

Meets minimum qualifications but:

- Lacks preferred qualifications
- Other (indicate what is missing in comments section)

d. Recommend for Interview

Meets minimum qualifications and/or some (or all) preferred qualifications

4. After every search member has entered an acceptable comment, the search committee chair should schedule a meeting for the committee to deliberate and decide who will be interviewed and if additional criteria questions will be warranted.
5. Once Human Resources has reviewed the pool and approved the above documents, the committee will be notified and may schedule interviews.
6. Human Resources retains the right to request the committee interview protected class applicants meeting minimum qualifications.

When qualified applicants are unable to come to campus for an interview, telephone interviews may be conducted. Please note the college has a Travel Reimbursement Policy which prohibits reimbursement of travel expenses for first level interviews. **(Appendix D)**

The Search Committee interviews candidates using their scripted questions and the Candidate Evaluation Form: **(Appendix A)**. Individual Search Committee member's ratings remain confidential.

The Search Committee selects the finalists, and gives the Dean, Director or Vice President and Human Resources a list of those candidates, unranked, and copies of their resumes and applications.

The Search Chair completes the Travel Reimbursement Request Form (if applicable) for each candidate who will require travel. This form needs to be signed by the Area Vice President and then forwarded to -DQHW:HVWHUQLQ~~R~~DQ5HVR~~M~~FHV

Human Resources will then conduct the reference report via online system Skill Survey for each of the finalist. These reports will be forwarded to the Dean and Provost prior to the finalist interview.

Human Resources will send each candidate information on travel and reimbursement if applicable.

Second Level Interviews

The second level interview can be conducted by an upper level manager including any appropriate combination of the following titles:

- Vice President
- Assistant/Associate Vice President
- Dean
- Assistant/Associate Dean
- Director
- Department Chairperson

This person(s) conducts the interview for the final candidates, makes a tentative selection and then moves to get the final approval to hire by following the recommendation to hire process.

Recommendation to Hire

Once the final candidate has been selected, and references have been completed, an appointment memo (see sample, **Appendix F**) should be sent to the Director of Human Resources with two lines for signature, one for the Director of Human Resources and another for the President.

The letter should contain the following items:

1. A signed statement indicating that the Affirmative Action procedures were properly followed
2. The name of the recommended candidate
3. The title of the vacancy being filled
4. The recommended start date
5. The recommended salary

This letter should be forwarded to the Department of Human Resources along with:

- Completed Candidate Evaluation Forms
- Any remaining documentation from the search.

Extending Offers

No offer is considered final until the candidate receives a signed offer letter from the President and has full background clearance from Human Resources. The salary offered must be within the range stated in the posted announcement and/or the approved hiring requisition. If for any reason there is a need to deviate from the approved salary range, this must be discussed with Human Resources and approved by the President before an offer is extended to the candidate. Offers may be rescinded at the discretion of the College.

After the verbal offer has been extended and accepted, the Hiring Manager should contact the Human Resources department, reconfirm the start date, and Human Resources will prepare the offer letter and conduct the Background check.

APPENDICES

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Appendix A- Note: This is a fillable form available on the website at:

<http://www.farmingdale.edu/administration/administration-finance/human-resources/pdf/candidate-evaluation-form.doc>

Candidate Evaluation Form

Sample Ranking System

Ranking categories should be developed by the search committee and should closely reflect the required and preferred qualifications listed in the job vacancy announcement.

Search Title: _____

Candidate Name _____

Rating: 1=Poor 3=Average 5=Excellent

	1	2	3	4	5
Education Level (as stated on Job Posting)					
Appropriate Work Experience, i.e. experience or as stated on Job Posting					
Knowledge of Specialization, i.e. knowledge of terminology & new technology					
Ability to Perform the Job (combination of education and experience)					
Written Communication Skills, (can use the Cover letter, resume & other writing samples)					
Innovations and/or Other Experience, i.e. Training attended or the training of others					
Awareness of Working with a Diverse Population					
Membership in Professional Organizations					
Philosophical View of the Work Area					
Total Score					

Notes: _____

Appendix B

Illegal Interview Questions By Patricia Van Zandt AsktheEmployer.com

It is important to note that if you have asked a candidate an illegal question the College can be subjected to legal action. Please review this list of common illegal interview questions prior to conducting any interview.

ILLEGAL

- Are you a U.S. citizen?
- Where were you, your parents or spouse born?
- Can you provide us with a copy of your birth certificate, naturalization or baptismal records?
- What is your maiden name?

LEGAL

- What languages are you able to read, speak and/or write fluently? (This question is only legal if the candidate's ability to speak a foreign language is relative to the opening)
- * Are you authorized to work in the U.S.?
- * Have you ever worked for this company under another name?

ILLEGAL

- How old are you?
- When did you graduate from high school or college?
- What is your birthday?

LEGAL

- Are you over the age of 18? (This question is only legal for the purpose of determining whether the applicant is of legal age for employment).

ILLEGAL

- What is your marital status?
- Who do you live with?
- How many children do you have, and what are their ages?
- Do you plan to have a family? If so, when?
- Do you have child care arrangements for your children while you are at work?

LEGAL

- Are you willing to relocate, if necessary?
- Are you willing to travel as required by this job? (This question is legal provided all applicants are asked this question).
- This job occasionally requires employees work overtime. Are you able and willing to work overtime as necessary? (This question is legal provided all applicants are asked this question).

ILLEGAL

- What clubs, lodges or social organizations do you belong to?
- What is your religious denomination, or religious affiliation?
- What religious holidays do you observe?

LEGAL

- Do you belong to any professional or trade organizations that you consider relevant to your ability to perform this job?

ILLEGAL

- How tall are you?
- How much do you weigh?

- Are you referred to as Mr., Ms., Mrs., or Miss? (Illegal when inquiring for the purpose of determining the applicant's gender).

LEGAL

- Are you able to lift a 50 lb. Weight and carry it 100 yards, should it be a necessary part of this job?
- Questions pertaining to height and weight are illegal unless minimum standards are essential to the safe performance of the job).

ILLEGAL

- Do you have any disabilities?
- Please complete the following medical history sheet.
- Have you had any recent or past illnesses or operations? If yes, please list dates and information.
- What was the date of your last physical exam?
- How is your family's health?

LEGAL

- Are you able to perform the essential functions of this job without reasonable accommodations? (This question is permissible provided the interviewer has thoroughly described details surrounding the job opening, or reviewed the job description with the applicant). Note: The interviewer may disclose to the applicant that all new hires are required to undergo a medical exam as part of the hiring process. Exam results must be kept strictly confidential, except for medical/safety personnel as a means of emergency Contact information.

ILLEGAL

- Have you ever been arrested?

LEGAL

- Have you ever been convicted of a crime? (This is a legal question provided the inquiry is regarding convictions. And the inquiry should be reasonably related to the applicant's ability to adequately perform the job).
- Are there any felony charges pending against you?

ILLEGAL

- Please provide the name and address of the nearest relative to be notified in case of an emergency or accident.

LEGAL

- Please provide the name and address of the person to be notified in case of an emergency.

ILLEGAL

- Were you honorably discharged from the military? If so, when?

LEGAL

- In what branch of the Armed Forces did you serve?
- What type of training or education did you receive in the military?

In general, it is illegal for anyone involved in the hiring process to ask a question inquiring into applicant's lineage, ancestry, national origin, decent, parentage or nationality or to inquire as to how the applicant acquired the ability to read, write or speak a foreign language.

Appendix C - Note: This is a fillable form available on the website at:
http://www.farmingdale.edu/administration/administration-finance/human-resources/pdf/request_to_hire.docx

Farmingdale
State College

REQUEST TO HIRE

SUBMITTED BY: _____ DIVISION: _____

DEPARTMENT: _____

CHECK ONE:

REQUESTING NEW POSITION

REPLACEMENT POSITION

(Justification description must be attached prior to proceeding)

Prior Incumbent? _____

TYPE OF POSITION (check one):

Classified (CSEA, PEF, POLICE) **Professional** **Faculty**

CHECK ONE:

FULL TIME

PART TIME

Complete the following questions for **part time positions**

ACCT NO. TO BE CHARGED: _____

NUMBER OF HOURS PER WEEK: _____

ANTICIPATED DURATION: _____

(i.e. One Year, Six Weeks, etc.):

****All full time positions must be searched***

****All competitive classified positions, full and part time, must be searched & appointed from an official civil service list.***

****If the Part Time Professional Position is not to be Searched, attach the resume of the individual being nominated for appointment.***

POSITION INFORMATION:

LINE NUMBER: _____ GRADE (IF KNOWN): _____

BUDGET TITLE (IF KNOWN): _____ ANTICIPATED START DATE _____

LOCAL TITLE: _____ SUPERVISOR OF POSITION: _____

SALARY or SALARY RANGE: _____ /HOUR

COMPLETE ONE _____ /YEAR

_____ /CONTRACT AMOUNT

DETERMINED BY CIVIL SERVICE

JOB DESCRIPTION: _____

REQUIRED QUALIFICATIONS: _____

PREFERRED QUALIFICATIONS: _____

FOR CLASSIFIED POSITIONS STOP HERE

POSTING INFORMATION:

INTERNAL SEARCH ONLY: _____

OPENING DATE FOR RECEIPT OF APPLICATIONS: _____

CLOSING DATE FOR RECEIPT OF APPLICATIONS: _____

SALARY TO BE POSTED: _____ (this is what the candidate will see on our website. "As per Civil Service" will be posted for all classified positions.)

Search Committee Members (*For Faculty and Professional Searches*): The search committee should be comprised of 3 to 7 members. This committee should have diverse representation.

Chairperson: _____ Telephone Ext.: _____

Members	Department

All faculty and professional positions will be advertised on Farmingdale.edu and higheredjobs.com. If you wish to advertise using additional sites, please indicate below:

Core Questions to be used for posting on Interview Exchange (see sample questions below):

COMPLETE UP TO 10 QUESTIONS – THESE WILL BE USED ANSWERED BY THE APPLICANTS
ASSIGN A WEIGHTED PERCENT TO EACH QUESTION – TOTAL OF ALL MUST EQUAL 100%

Question (Must be a yes or no question)	Required or Preferred?	Weighted Percent

Sample Questions Below are examples of sample questions.	Required or Preferred?	Weighted Percent

1. Do you have a Bachelor's Degree in Chemistry	Required	20
2. Do you a Doctoral Degree in Chemistry	Required	20
3. Do you have 3 years' experience teaching at the college level?	Required	30
4. Do you have specialization in Organic Chemistry?	Preferred	10
5. Do you have experience working in a research facility?	Preferred	10
6. Do you have a demonstrated record of scholarship?	Preferred	10

Appendix D

TRAVEL REIMBURSEMENT INSTRUCTIONS

SUNY Policy (#8951) on travel reimbursements for interview candidates' states:

- Reimbursement will only be made to individuals who reside at least 50 miles from the interview site.
- Reimbursement is limited to the travel allowance that would be permitted for a NYS employee.
- The individual would be expected to pay the expenses directly and then be reimbursed, except in a case where that would prove to be an extreme financial hardship.
- Reimbursement of travel expenses for candidates is permitted if approved by the campus president or designee.

Within the parameters of the above SUNY policy, Farmingdale State College has adopted the following local policies regarding reimbursement to interview candidates:

- Reimbursement will be allowed only for finalists for a position. It is expected that telephone interviews only will be used in the initial round of interviews for those candidates who cannot be present for the interview.
- There is a maximum cap of \$1,500.00 for any reimbursement.
- Candidates will be reimbursed for *reasonable* costs, which could include the standard state mileage rate if they travel by car, railroad costs, or airline travel.
- For lodging, we are permitted to reimburse up to the per diem rate for Nassau County, which currently (March 2016) is \$150.00 per day.
- Meal reimbursements are also limited to the state rate for Nassau County, currently (March 2016) \$69.00 a day (\$14.00 for breakfast and \$55.00 for dinner).
- Reimbursements are not charged to department accounts, but are handled centrally through our Human Resources department. Authorization for reimbursement of travel expenses is required *prior* to bringing an employee to campus. All requests should be submitted in writing using the attached form.

**ATTACH ALL ORIGINAL RECEIPTS TO THE COMPLETED
"NON-EMPLOYEE PAYMENT FORM" AND SUBMIT DIRECTLY TO:**

**FARMINGDALE STATE COLLEGE
HUMAN RESOURCES ATTN: JANET WESTERN
2350 BROADHOLLOW ROAD
FARMINGDALE, NY 11735**

TRAVEL REIMBURSEMENT REQUEST

REQUEST SUBMITTED BY:	
CANDIDATES NAME:	
DEPARTMENT CONDUCTING SEARCH:	
POSITION BEING SEARCHED	
LOCATION CANDIDATE IS TRAVELING FROM:	
TYPE OF TRAVEL REQUIRED	<input type="checkbox"/> Transportation (Air, Car, Train, etc.) \$ _____ <input type="checkbox"/> Hotel \$ _____ <input type="checkbox"/> Car Service \$ _____ <input type="checkbox"/> Rental Car \$ _____ <input type="checkbox"/> Meals \$ _____
ESTIMATED TOTAL COSTS: (NOT TO EXCEED \$1500)	

APPROVAL

DEPARTMENT CHAIR/DIRECTOR: _____

AREA VICE PRESIDENT: _____

Please return this form to the Human Resources Department

APPENDIX E

Sample Interview Questions:

What is it about this position that led you to apply?

What were your duties in your last job? (You can ask this question about each job listed on their resume)

Please describe your management (teaching/working) style?

How would your former supervisor or colleague describe you?

Tell me about your responsibilities in your last position.

Describe a typical day in your current/most recent position?

What size budget did you manage?

What has been your experience teaching/working with a multicultural population?

What do you do when you are pressed for a decision?

In your last job what kinds of pressure did you encounter and how did you react?

What kind of work interests you the most?

What kind of work interests you the least?

How would your references describe you?

Name five characteristics that describe you.

Are you a self-starter? Please provide specific examples.

How does your present position differ from past ones?

What would you like to avoid completely in your next job?

How did you prepare for this interview?

What are your professional goals for the next 3-5 years?

Tell me about something you did recently that was not part of your job?

How have you grown in your current job?

What kinds of skills did you use in your past job?

What are you seeking in your next job?

What type of compliments do you receive from your peers or supervisors?

What happens when two priorities compete for your time?

Can you describe a recent situation in which you accomplished an important objective in a brief period of time?

How do you handle repetitive tasks?

Tell me about the last time you missed a goal or deadline.

How do you keep others informed on work issues?

When was the last time something upset you at work? What did you do?

How do you ensure all of your work gets accomplished in a productive manner?

What was the biggest professional risk you have taken and what was the outcome?

Tell me about the last time you had to work with someone inside or outside of your department to accomplish a goal.

Describe a situation where you were successful in directing the work of others.

Describe a situation when you dealt with a difficult person and how you resolved it.

If your supervisor criticized you unfairly, how did/would you handle it?

What do you expect from this job?

What do you know about SUNY and Farmingdale?

What do you like best about what you have learned about this job?

What concerns do you have about this job?

What do you see as your primary qualifications for this job?

How do you rate your effectiveness in interpersonal relationships?

What did you like best about your job?

What accomplishments do you feel good about?

What caused you to leave and move on to the next job?

Tell me about the last time you solved a problem where you had to do a lot of hard thinking and careful analysis. What obstacles did you overcome? What was the end result?

Describe how you managed your work schedule the last time you had competing deadlines to meet. What was the result?

Faculty related questions:

Tell us about the courses you have taught at the college level?

What type of classroom instructional techniques do you apply?

What things do you need from your colleagues, the department and the college to support your work as a productive teacher?

Tell us about your research interests.

Where do you see your research going?

How does your research inform your teaching?

What courses would you like to develop and teach?

APPENDIX F

SAMPLE APPOINTMENT MEMO

Farmingdale
State College

TO: Dr. John S. Nader
President

FROM: **(Area Vice President)**

DATE: _____

RE: Appointment of (Position Title)

The Search Committee appointed to review applications and interview applicants for the recent search for a **(Position Title)** has completed its task and has recommended **(Candidate's Name)** for the position. In completing this search, all of the required Affirmative Action procedures were properly followed. A copy of the preferred candidate's resume is attached for your information.

2nd paragraph is a summary of the reasons this candidate was selected. You can highlight the candidate's credentials and experience. Example, Mr. _____ has a BS in Accounting from Hofstra University and is a Certified Public Accountant. He previously worked at Dowling College as the Budget Officer. (Supply as much information as you feel is appropriate.)

With your approval, I would like to offer Mr. _____ the position of **(Position Title)** at a salary of _____, effective _____. Thank you for your consideration.

Approved: _____
John S. Nader, Ph.D.
President

Approved: _____
Marybeth Incandela
Director Human Resources