

SUGGESTIONS FOR TELEPHONE INTERVIEWS
Search Committee, Dean CEPS

Desired Outcomes: 1. Establish and enhance rapport.
 2. Elicit valid and useful information about candidate(s)

1. Your voice tone and tempo are at least as important as the words spoken.
2. When you stop talking - listen!
3. Closed questions elicit limited but precise information (unless the responder is a committed talker). Open requests elicit longer more subjective information.

Closed Question Structures

1. How long have you known...?
2. In what role have you observed...?
3. Has the candidate been involved in:
 - A. Program planning
 - B. Accreditation processes
 - C. Collaborative relationships
 - D. Budgeting
 - E. Personnel administration
4. Is the candidate effective with:
 - A. Internal constituencies
 - B. External constituencies
5. Is _____ flexible in advocating the interests of diverse programs?
6. Does _____ have a record of support for Affirmative Action/Cultural Diversity?

Open Request Structures:

1. Please describe your impressions of...
2. Please tell me about _____'s range of abilities.
3. Please comment on _____'s accomplishments in... OR What are your observations of _____ in:
 - A. Program planning
 - B. Accreditation processes
 - C. Collaborative relationships
 - D. Budgeting
 - E. Personnel administration
4. Please describe the observed effects _____ has had on the people close to him/her.

What effects have you observed in respondents beyond _____'s department/ institution?
5. How might ___ respond to management challenges of diverse departments and programs?
6. How would you describe history of leadership in Affirmative Action and cultural diversity?