# STEINHARDT FACULTY SEARCH GUIDELINES

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I. Getting Started

1. Submit recommendations for committee members to the Offices of the Vice Dean and Faculty Affairs.

The Department Chair should write to the Vice Dean and Office of Faculty Affairs to make recommendations for members of each search committee in the department. Each committee should include about 5 faculty members:

- 2 Members of the program which the new faculty will be joining
- A faculty member from another program within the department,
- A faculty member from another Steinhardt department, and
- A faculty member from another relevant school and department within NYU.

The faculty search process is intended to maximize the likelihood of identifying and recruiting strong candidates, from diverse backgrounds and perspectives, who will enhance the quality and reputation of the Steinhardt School, its departments, and programs. To achieve this goal, the process emphasizes broad engagement within and across departments and schools, ensuring outreach to larger and more diverse pools of candidates, support for selected candidates from the Dean and Provost, and successful recruitment. Key features of the process include 1) a search committee with representation from outside of the department and the school (thus facilitating broad engagement and expertise, more diverse perspectives, greater likelihood of provostial support for the chosen candidates, and increased understanding and appreciation of the Steinhardt School and its departments among other NYU faculty) and 2) interviews with members of the dean’s office and attendance by a dean at the candidate talks (increasing the likelihood of the Dean and Provost’s support, as well as enhancing faculty recruitment).

The Office of Faculty Affairs will work with the Dean to review the recommendations and develop the final search committee. Departments should not begin the search activities until the committee is approved. In September/October a meeting is convened for all of the search committee chairs where best practices in recruitment are shared. If a search committee chair is unable to attend, it is strongly recommended that another committee member attend in his/her place. It is also strongly encouraged that each search chair identifies a staff member from within the department who can assist with the administrative responsibilities that are part of the search process. If no administrator is available a graduate student is another viable option.

2. Submit a draft of the advertisement to the Office of Faculty Affairs.

The advertisement should be based upon the request for permission to recruit and the position that has been approved by the Office of the Provost. The advertisement should be developed by the department chair and search committee chair and submitted to the Office of Faculty Affairs. Please refer to Appendix A for some ideas about structure and format. PeopleAdmin is the application system that is used for candidates to submit their materials online for consideration.
A posting for each position must be created in PeopleAdmin so that a link is generated. This link will be included in all ads where the position is being advertised, including on the Steinhardt website: http://steinhardt.nyu.edu/faculty_positions/ (please see Appendix B). The committee has the option of requesting that reference letters be sent through PeopleAdmin or they may request the names of referees to be contacted at a later date. This would be particularly relevant to senior searches. The Office of Faculty Affairs will work with the department chair and search committee chair regarding edits to the advertisement and will then seek approval from the Dean so that the advertisement can be placed in the committee’s selected venues (please see Appendix C). Remaining mindful of the high cost of advertising, we generally ask that the committee provide us with their top two outlets for placement of their ads.

3. **Schedule the first and second meeting of the search committee.** The following activities should take place at those meetings:

   a. Develop a Recruitment Plan and submit it to the Office of Faculty Affairs

   The recruitment plan should provide a comprehensive plan for developing a high quality and diverse pool of candidates. The Recruitment Plan should be submitted to the Office of Faculty Affairs, where additional recruitment suggestions may be made. All advertisements will automatically be placed in the Chronicle of Higher Education, Journal of Blacks in Higher Education, Diverse Issues in Higher Education, Hispanic Outlook, and Insight into Diversity in the form of a pointer ad which will direct candidates to the Steinhardt website (please see Appendix D). It is there that the candidates will see the position description. Advertisements are not generally placed in the New York Times because of the exorbitant cost associated with advertising there. Exceptions may be made for senior searches or for extenuating circumstances.

   A good recruitment plan should include the following (see Appendix E for a sample recruitment plan):

   - Where should the search ad be placed? Please list all relevant publications in the field and provide contact information.
   - Are there listservs that could be used to disseminate the advertisement?
   - List the top 10 programs for the field and designate someone on the search committee who will be able to make contact with someone from the program for recruitment.
   - List the top 10 people in the field and designate someone on the search committee who will make contact with them.
   - List professional conferences that will take place during the year where recruitment efforts might yield additional candidates. Plan to have your advertisement displayed at the conference or designate someone from the committee or department who can attend to network and distribute
position announcements.
● Develop plans for mailings to the field.

b. Make assignments for carrying out the recruitment plan- who will contact top programs and faculty, etc.

c. Establish a timeline for the Search

Although the schedule can be modified during the year, you may find it helpful to set a timeline that designates the following:

● The week that the committee members should begin reviewing applications. While it is best not to set a final deadline for accepting applications, the search committee should set a date by which applications will be reviewed and an initial short-list can be developed. (Sample language that can be used to this effect: Review of applications November 15, 2014 and continues until filled; Review of applications will begin immediately and will continue until the search is complete. For best consideration, materials should be submitted by November 15, 2014.)

Every attempt will be made to place ads as early in the fall term as possible so that the review of applications can begin in early November. Generally, search committee members should be prepared to begin reviewing applications approximately 5 to 6 weeks after the majority of advertisements have been placed (that includes advertisements in publications from the field).

● PeopleAdmin will automatically notify candidates that their materials have been received and also allow candidates to see what other requested materials might be outstanding.

● The date that the committee will meet to develop an initial shortlist of applicants. Committees should plan on bringing in only three faculty for interviews. It may be possible, given extenuating circumstances, to bring in up to five candidates. It is useful to set up a search committee meeting for one of those weeks to discuss this review of applications. (See below for more information about developing the short-list).

● It is more expedient and generally better for the committee to block out dates within a two week period for interviews.

● Interviews will be for two days with an overnight stay. During those two days, the candidates will meet with the committee, the department, students, do a colloquium/job talk, and meet with members of the Dean’s group. The search committee should be certain to put a hold on their calendar for those dates.

d. Select dates for subsequent committee meetings
II. Developing the Candidate Pool

1. Review of applications

It is important to create a system for search committee members to review the applications. If materials are to be maintained in hard copy, it is advisable that they be organized in folders and kept in a locked office. You will need to determine an initial short list of candidates for further review to identify your three finalists. It is often the case, where the pool is large, that a number of candidates can be immediately considered unqualified. Many committee chairs have found it useful to, in addition to the review of online applications, hold preliminary phone or Skype interviews with the candidates. In addition, to expedite the process, the committee might wish to develop a rating form for reviewing applications in order to facilitate the discussion and development of the short list (see Appendix F for a sample rating sheet). This will help you to further narrow the list of potential candidates. If you are still having difficulty narrowing the pool to three candidates for final consideration, you may wish to schedule additional calls with some of the candidates to find out more. Please note that you should never call colleagues in other institutions to ask about candidates unless you have permission to do so or are able to do it in a manner that does not breach confidentiality. There are people who do not wish their candidacy to be known until they have been informed that they are short-listed.


An interim report on the progress of the search will need to be submitted to the Office of Faculty Affairs. This report should provide information about recruitment strategies that have already taken place, those that will take place in the future, the total number of candidates in the pool and information about ethnicity and gender to the extent it can be determined, and the number of candidates currently active. Although dates might change, it is also helpful to provide information about the planned dates for candidate interviews.

III. The Short List and Inviting Candidates to Visit NYU for the Interview

1. Request permission from the Dean to bring three candidates for campus interviews.

Once the search committee has generated a short list, a request to interview candidates will need to be submitted to the Offices of the Vice Dean and Faculty Affairs. The request should include a detailed recommendation for each candidate. It is helpful to include information about candidates who are not in the top three, but may still be viable. This report should include a discussion of each candidate’s research and potential for future research for tenure-track candidates, applicable materials as dictated by the search committee for contract faculty, fit with the job description, and with the department. The request to bring in candidates should also include a CV for each candidate and letters of reference (these may not yet be available in the case of senior searches).
2. Receive approval to invite candidates for interviews.

3. Establish possible interview dates with the Committee and the candidates.

You will get the best candidates by scheduling these interview dates as early in the Spring term as possible. As indicated above, it is also best to schedule interview dates within a short time frame—it is more difficult to make comparisons between candidates when weeks lapse between interviews.

4. Invite candidates to interview. The search committee chair must contact the finalists first to notify them that they are candidates before someone calls to set up interviews.

5. Arranging interviews

   a. Complete the online form for on-campus interviews (See Appendix G for more detail).

      Provide available interview dates, contact numbers, a general schedule for the visit, and particular circumstances that the Office of Faculty Affairs will need to know in order to accommodate the candidate (also included in Appendix G). The Office of Faculty Affairs needs to be informed three weeks in advance of each visit to allow sufficient time for planning. Ideally, interview arrangements should be made in December for January/February visits. The Office of Faculty Affairs will arrange for overnight accommodations. Candidates will be expected to make travel arrangements, which will be reimbursed.

   b. Since these are departmental hires and not only programmatic hires, the Search Committee should make every effort to notify other faculty members in their departments of the candidate’s itinerary, particularly, the date of the job talk.

IV. Recommending finalists for the position

Components of the final search committee recommendation are as follows:

1. The Search Committee report: The Search Committee should prepare a report regarding those people who are recommended for the position. The report should provide a detailed recommendation for each candidate, including feedback from the interviews, etc.

2. The Department Chair report: The Department Chair should write a separate report.

3. Candidate materials: Include copies of the candidate’s CV, statement, publications, and reference letters.

3. Tenure recommendation: For Lateral Hire offers (faculty hired with tenure conditional upon a favorable review), search committees must submit a complete “docket” of materials in support of the candidates under consideration before a lateral offer is authorized. The materials
minimally must include:

a. The candidate’s most current CV

b. 3-5 external letters from qualified persons not associated with the candidate nor identified/suggested by the candidate, with a list stating the credentials of these individuals

c. A written report of the department’s review of the candidate, including a comparison with other candidates

The Provost’s Office will review the materials immediately for approval and comment, including any concerns or questions. Keep in mind that provostial authorization of a lateral offer does not substitute for the tenure review. As always, a final offer to hire will be conditioned upon the candidate’s successful completion of departmental, school, and University tenure processes.

V. Negotiating with the Finalist

1. All negotiations with the finalist are conducted by the Office of Faculty Affairs. This includes salary discussions, start up as necessary, and often in consultation with the Department Chair teaching load and administrative responsibilities.

2. Once the finalist has accepted the position which we request be done electronically (via email), all other applicants may be notified that the position has been filled (please see Appendix I for a sample rejection letter).
New York University
Steinhardt School of Culture, Education, and Human Development
Department of Administration, Leadership, and Technology
Program in Higher and Postsecondary Education

Higher and Postsecondary Education, Associate/Full Professor, Tenured

New York University’s program in Higher and Postsecondary Education invites nominations and applications for a tenured position at the Associate or Full Professor level in higher education. The NYU Higher Education program offers M.A., Ph.D., and Ed.D. degrees designed to prepare researchers, practitioners, and leaders of colleges and universities and policy organizations. We seek applicants who can strengthen the policy dimensions of our research programs and curricular offerings and who will contribute to NYU’s Steinhardt Institute for Higher Education Policy. This position begins September 1, 2014.

**Qualifications:** Candidates must be internationally-recognized scholars whose research focuses on public policy and/or organization and governance. In the current era of intense national and international focus on the changing and challenging demands for the higher education sector, we seek a senior faculty member whose research deepens our understanding of the policy questions and the organizational adaptations necessary to further the development and effectiveness of higher education systems for the larger society. The successful candidate must have an earned doctorate in higher education or public policy or a related discipline (e.g., sociology, economics) which the candidate has used to study higher education; a sustained record of funded research projects; a significant record of publication in major national or international academic journals in the field of higher education and/or related disciplines; and experience in teaching and mentoring graduate students and in directing their research.

**Responsibilities:** Research, teaching, and advising/mentoring of students. Participation in faculty meetings, committees and other service appropriate to a university faculty member is expected.

NYU’s dynamic Global Network University includes NYU Abu Dhabi and international programs and academic centers around the world. NYU Steinhardt faculty may be afforded the opportunity for variable term work at these global study and research sites.

*NYU is committed to building a culturally diverse educational environment and strongly encourages applications from members of historically underrepresented groups.*

**Applications:** Candidates should apply online by submitting a vita, statements of research and teaching interests, and copies of representative publications, and the names of three recommenders to:

www.nyuopsearch.com/applicants/Central?quickFind=51861

Review of applications will begin immediately until the position has been filled.

Nominations can be sent to: alt.steinhardt@nyu.edu

Further information about the position can be obtained from:
Frances Stage, Search Committee Chair
Email: fks1@nyu.edu

New York University is an Equal Opportunity/Affirmative Action Employer.
Faculty Positions

Assistant/Associate Professor, Communicative Sciences and Disorders, Tenure-Track

This position has been filled.

The Communicative Sciences and Disorders Department at New York University is seeking candidates for a tenure-track faculty position at the Assistant or Associate Professor level to begin September 2012.

The CSD Department at NYU is going through an exciting period of growth and increased productivity. We are looking for candidates who can augment and extend the current strengths of the department, but we will give priority to the promise of the candidate’s research and overall academic potential. The department grants undergraduate, masters, and doctoral degrees, and has a state-of-the-art in-house Speech-Language and Hearing Clinic.

Qualifications

Candidates for the position must have an earned doctorate (prior to start date), a demonstrated record of published, peer-reviewed research and show strong potential for developing an externally-funded program of research. CCC-SLP is preferred.

Responsibilities

Responsibilities include teaching graduate and undergraduate courses, developing and maintaining an independent research program, seeking external funding, mentoring student research, participation in faculty meetings, committees and other service appropriate to a university faculty member is expected.

NYU is committed to building a culturally diverse educational environment and strongly encourages applications from historically underrepresented groups.

Applications

Please apply online with a letter of application, curriculum vitae, research statement, teaching statement, three letters of reference, and a representative sample of peer-reviewed research articles (maximum of three).


Further information about the position can be obtained from:

Dr. Maria Grigos, Search Committee Chair
Review of applications will begin immediately and will continue until the search is completed.

New York University is an Equal Opportunity/Affirmative Action employer.
DEPARTMENT OF MUSIC AND PERFORMING ARTS PROFESSIONS
Two Faculty Positions Beginning September 2010

MUSIC BUSINESS
- Clinical Assistant Professor, Non-Tenure Track

JAZZ STUDIES
- Music Assistant Professor, Non-Tenure Track

NYU Steinhardt’s Department of Music and Performing Arts Professions was established in 1925. Today, 1,500 students majoring in renowned music and performing arts programs are guided by 100 faculty. Steinhardt Music and Performing Arts Professions has functioned as NYU’s “school” of music and developed into a major research and performance center in music performance, music composition, music technology, music business, film scoring, performing arts therapy, and the performing arts in education (music, dance, and drama). Our rich and varied exposition and interests bring performance majors and composers together with choreographers, directors, actors, dancers, educators, librettists, and filmmakers in collaborative projects often reviewed by the New York media. Faculty sit on leading journal editorial boards and publish some of the most significant performing arts research on the scene today. Coupled with leading faculty and advanced music technology studies and internationally recognized programs, our Department and the Steinhardt School offer an unparalleled environment for artistic, professional, and scholarly challenge and growth. The Department website may be viewed at: http://steinhardt.nyu.edu/music/

NYU’s dynamic Global Network University includes NYU Abu Dhabi and international programs and academic centers around the world. NYU Steinhardt faculty may be afforded the opportunity for variable term work at these global study and research sites.

Complete faculty position descriptions and applications can be found on our website at: https://steinhardt.nyu.edu/faculty_positions/

NYU Steinhardt
Steinhardt School of Culture, Education, and Human Development

New York University is an Equal Opportunity Employer and is committed to building a culturally diverse educational environment.
The Steinhardt School of Culture, Education, and Human Development at New York University advances knowledge, creativity, and innovation at the critical crossroads of human learning, culture, development, and well-being. Through rigorous research and education, both within and across disciplines, the School’s faculty and students evaluate and redefine processes, practices, and policies in their respective fields, and from a global as well as a community perspective lead in an ever-changing world. NYU’s dynamic Global Network University includes NYU Abu Dhabi, NYU Shanghai, and International programs and academic centers around the world.

The Steinhardt School is recruiting for positions in the areas listed below for the upcoming academic year. Complete faculty position descriptions and applications can be found on our website at:

http://steinhardt.nyu.edu/faculty_positions/

The Steinhardt School anticipates continuing our recruitment activities in future years in these areas—as well as in the Visual and Performing Arts, Education, Applied Psychology, and Health Programs. Our School is comprised of eleven departments: Administration, Leadership, and Technology; Applied Psychology; Art and Art Professions; Communication Sciences and Disorders; Humanities and the Social Sciences in the Professions; Media, Culture, and Communication; Music and Performing Arts Professions; Nutrition, Food Studies, and Public Health; Occupational Therapy; Physical Therapy; Teaching and Learning. We invite you to visit the above website for updated information.

NYU is committed to building a culturally diverse educational environment and strongly encourages applications from historically underrepresented groups.

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<td>Music Composition/Film Scoring</td>
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<td>TESOL/Bilingual/Foreign Language Education</td>
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<td>Nutrition Public Health</td>
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<td>Assistant Professor, Tenure-Track</td>
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<td>Art Therapy</td>
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<td>Clinical Assistant Professor, Non-Tenure Track</td>
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<td>Physical Therapy</td>
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<td>Clinical Assistant Professor, Non-Tenure Track</td>
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<td>Occupational Therapy</td>
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<td>Visiting Associate Professor/Visiting Professor, Non-Tenure Track</td>
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PSI Faculty Search Plan, Procedures and Process
Fall 2012

1. Search Committee Members to be recommended by AP Chair to Office of Faculty Affairs [Note: Search activities cannot commence until is approved.]
   - Edward Seidman, Chair (PSI member)
   - Pamela Morris (inside PSI member)
   - Shabnam Javdani or Alisha Ali (inside AP, outside PSI member)
   - Richard Arum/Erin O’Connor (inside Steinhardt, outside AP member)
   - Patrick Sharkey or Florenczia Torche (other college, outside Steinhardt member)
   - Carly Tubbs (student representative)
   - Submit advertisement to Office of Faculty Affairs for approval
     i. Five references letters are required

2. Recruitment Plan (submit to Office of Faculty Affairs)
   - Ad will be placed in:
     i. American Psychological Association Monitor
     ii. American Psychological Society
   - Ad should be placed on the following list serves:
     i. Society for Community Research & Action
     ii. Society for Prevention Research
     iii. Society for Research in Effective Education
     iv. Society for Research in Child Development
     v. Society for Research in Adolescence
     vi. Society for the Psychological Study of Social Issues
     vii. Applied Developmental Psychology Programs
     viii. University-Based Child and
   - Top 10 Programs in the area (all to be contact by chair of search committee of designee):
     i. University of Illinois at Urbana-Champaign (Community-Clinical Psychology)
     ii. University of Illinois at Chicago Community Psychology & Prevention
     iii. University of Virginia (Community Psychology)
     iv. University of Virginia (Risk & Prevention)
     v. Michigan State University (Ecological Psychology)
     vi. University of Hawaii (Community & Cultural Psychology)
     vii. Harvard University (Graduate School of Education)
     viii. Northwestern University (School of Education and Social Policy)
     ix. Pennsylvania State University (Prevention Center)
     x. Arizona State University (Prevention Center)
     xi. Vanderbilt University (Community & Organizational Psychology)
3. Professional conferences at which to recruit – all occur in the spring and are thus too late; however, above we have noted them and will advertise in each of these societies’ list serves, as indicated above.

4. Mailings will be done to the faculty in the top 10 programs listed above and other relevant programs of high quality. In addition, each PSI faculty member, and Search Committee members, will send emails to colleagues around the world with the job ad attached and a brief description of the program and the core faculty.

5. Search Committee Timeline
   - An initial meeting of the Search Committee will take place during the second week of October. At this meeting, the Search Committee will review all plans and procedures for recruitment, screening, rating, selection of finalists, on-campus interviews, solicitation of department feedback, etc. The various procedures and forms will be considered and revised accordingly.
     i. Initial Screening (see attached form)
        - Provisionally, we plan to have two members of the faculty screen all applicants during the last two weeks of November and agree on a set of semi-finalists of ~10 to 15 potential candidates.
     ii. Evaluation and Rating of Semi-Finalists (see attached form)
        - Provisionally, three members of the search committee will review ½ of the semi-finalists during the first week of December and agree on a subset of three to six worthy candidates to interview.
        - The entire committee will meet at the beginning of the second week of December to review these six to ten candidates and decide on four candidates to bring to campus for interviews.
        - The search committee chair will endeavor to arrange for the five finalists to come to NYU during the first two weeks of the spring semester for interviews and to give a colloquium. Members of the search committee, the department chair, PSI faculty and students, other members of AP, and the deans will interview each candidate. All faculty and students who either interviewed or heard the talk will be asked to rate the candidate (see attached form).
        - With all this feedback in hand, the search committee will meet and make a set of ranked recommendations and forward it to the chair with the appropriate documentation.
### Individual Rankings for Candidates

Please provide a ranking of 1 of 5 for each category with 1 being the lowest and 5 being the highest.

Overall ranking is your grade 1-5, with 5 being the highest ranking.

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<thead>
<tr>
<th>Criteria</th>
<th>Ranking (1-5 with 5 being highest)</th>
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<td>Record of ongoing influential research and scholarship</td>
<td>Candidate 1</td>
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<tr>
<td>Distinguished record of teaching</td>
<td>1</td>
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<tr>
<td>Adequate progress in research/publication</td>
<td>2</td>
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<tr>
<td>Sophistication of thinking/discussion about research agenda</td>
<td>3</td>
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<tr>
<td>Sophistication/depth of thinking about teaching &amp; pedagogy</td>
<td>4</td>
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<tr>
<td>Demonstrated ability to promote interdisciplinary perspective on globalization and education</td>
<td>5</td>
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<tr>
<td>Articulation of vision of avant-garde developments challenging various contemporaneous educational systems</td>
<td>6</td>
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<tr>
<td>Ability to communicate ideas clearly</td>
<td>7</td>
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<tr>
<td>Experience working with doctoral students on research</td>
<td>8</td>
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<td>Experience in leadership</td>
<td>9</td>
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<tr>
<td>Gender/racial/ethnic expansion/representation of the current faculty</td>
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Appendix G. Scheduling the On-Campus Interview – How It Works

Since not every department approaches the interview process in the same way, it is helpful to clarify who, between the department and the Faculty Affairs Office, is responsible for what. Below is an overview of On-Campus Interview scheduling responsibilities.

Department Responsibilities:

- Gathering each candidate’s availability to interview with the Dean’s Group (Dominic Brewer, Beth Weitzman, Robert Rowe and Claude Blenman).
- Submitting an online request, with the exact dates, for each candidate. Please note that there is a 2 night maximum that applies to overnight accommodations. Click here to complete the online request.
- Sending the candidates electronic materials to Ayana Phillips, email address amp22@nyu.edu, in the Faculty Affairs Office (application, CV, statement, recommendation letters, writing samples, publications, etc.), if you are not using People Admin. Please also keep in mind that, during peak recruitment season, when multiple requests are coming in, it will still be helpful to forward these documents to our office, even if you are using People Admin for your search.
- Verifying that the confirmed interview schedule that the Faculty Affairs Office sends out matches the itinerary that the department has created (definitely one of the more important duties).
- Sending a copy of the full itinerary for each candidate at least 48 hours before his/her visit to Ayana Phillips, Marlene Best (marlene.best@nyu.edu) and Eric Narburgh (eric.narburgh@nyu.edu).
- Reserving a location for each job talk.
- Arranging video recording of job talks, whenever possible, and sending the Faculty Affairs Office the URL link to the video.
- Picking up and dropping off the Dean’s apartment key should the candidate be housed there. Please make arrangements with Eric Narburgh who can be contacted via email at eric.narburgh@nyu.edu.
- Flight arrangements are typically made by the candidates themselves (the department should explain this to the candidate so that it is clear). The candidate submits their travel/meal receipts to the department who will in turn send them to the Faculty Affairs Office for processing. The candidate has 30 days to submit his or her receipts to the department subsequent to the on-campus visit.
- Collecting Torch Club slips from the Faculty Affairs Office with the chart number pre-populated (if the Torch club is used for candidate meals).
- Processing any department staff’s receipts that were used for the candidate’s visit (i.e. dinner with the candidate, taxi with the candidate) within 45 days using AP Workflow.

Faculty Affairs Office Responsibilities:

- Securing dates/times for the candidate interviews with the Dean’s Group*.
- Securing a date/time for the job talk that a Dean may attend (If there are times that the department absolutely cannot hold a job talk that should be made known early on).
- Sending a confirmed interview schedule for the candidate.
- Distributing the candidate’s electronic materials to the Dean’s Group.
- Reserving lodging for the candidate and sending the reservation (if at a hotel) to the department.
- Processing any candidate’s travel or meal receipts within 45 days (except when the candidate is already an NYU employee and on NYU payroll, then the department will use AP Workflow).

*Some faculty searches may only involve interviews with Beth, Robert and Claude.
Appendix H. Suggested Dining Venues

This list is by no means obligatory but is intended to serve as a price point guide for you to use when making decisions about meals with candidates. School resources are limited, and keeping meal costs down allows us to have the funds needed for other important activities. We suggest that you keep the number of guests at meals to a maximum of five to ensure that conversation with the candidate is constructive.

We of course also want your guests to be comfortable and have a pleasant experience, so we're open to other restaurant suggestions! And if any of our suggestions prove inappropriate, please let us (and the other committees) know.

*Suggested lunch restaurants:*

- The Torch Club (http://www.nyu.edu/torch.club/) (see note in Appendix E.)
- North Square (http://www.northsquareny.com/)
- Otto (http://ottopizzeria.com/)
- Jane (http://janerestaurant.com/)
- B-Bar (http://bbarandgrill.com/)
- Knickerbocker (http://www.knickerbockerbarandgrill.com/lounge.html)

*Suggested dinner restaurants:*

- North Square (http://www.northsquareny.com/)
- Five Points (http://www.fivepointsgrestaurant.com/)
- Hundred Acres (http://hundredacresnyc.com/)
- Jane (http://janerestaurant.com/)
Dear Dr. Smith:

I want to take this opportunity to thank you again for allowing us to consider your candidacy for our _________ position in the Department __________________. The choice of a new faculty member is always a difficult one. The challenge is particularly great when the pool of candidates includes individuals who, like you, have strong records of ________________.

I want to thank you for your interest and for giving our department the opportunity to know you and your work. On behalf of my colleagues, I wish you well in your future academic endeavors.

Sincerely,

---

Dear Dr. Smith:

On behalf of the Search Committee for the __________________ position at the New York University Steinhardt School of Culture, Education, and Human Development, I am writing to follow-up on an earlier correspondence and inform you of the status of the search.

The committee has reviewed the qualifications of a large number of applicants and has identified a short list of candidates whose experience we judge to be more suitable to the Department’s needs at this time. We wish you continued professional success, and thank you again for your interest in the position and Steinhardt School.

Sincerely,
## What You Can Ask and What You Can’t – Legal/Illegal Interview Questions

If you have any questions, please contact the Human Resources office.

**IMPORTANT** – All settings, including informal gatherings with department members who are not members of the search committee, are considered to be part of the interview of the candidate. Everyone who will have contact with candidates should be made aware of areas of inquiry that are not appropriate or illegal questions that should not be asked in order to avoid future complaints.

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<thead>
<tr>
<th>AREA OF INQUIRY</th>
<th>LEGAL</th>
<th>ILLEGAL</th>
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<tbody>
<tr>
<td><strong>Address/Housing/Length of Residence</strong></td>
<td><strong>CAN ASK:</strong></td>
<td><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></td>
</tr>
<tr>
<td></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>
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<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>
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<tr>
<td></td>
<td></td>
<td>• Whether applicant rents or owns home</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td><strong>BEFORE HIRING ONLY:</strong></td>
<td><strong>IT IS ILLEGAL TO ASK/REQUEST:</strong></td>
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<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>
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<td>• If age is a legal requirement, can ask “If hired, can you furnish proof of age?” 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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<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>
<td></td>
<td>• Require proof of age by birth certificate</td>
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<tr>
<td><strong>Ancestry/Birthplace/National Origin</strong></td>
<td><strong>CAN ASK:</strong></td>
<td><strong>IT IS ILLEGAL TO ASK/REQUEST</strong></td>
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<td></td>
<td>• “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.?”</td>
<td>• If an applicant is native-born or naturalized</td>
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<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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<td>• Questions which identify customs or denomination</td>
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<td></td>
<td>• Be sensitive to cultural differences</td>
<td>• About birthplace of his/her parents, grandparents and/or spouse or other relatives</td>
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<td></td>
<td>• Do not assume mispronunciation of English as a lack of education</td>
<td>• Require applicant submit a birth certificate or naturalization or baptismal record before employment</td>
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<td></td>
<td>• Do not interpret silence as inability or unwillingness</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></td>
<td></td>
<td>• Date of arrival in U.S.</td>
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<td></td>
<td>• Port of entry</td>
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<tr>
<td><strong>Citizenship</strong></td>
<td><strong>CAN ASK:</strong></td>
<td><strong>IT IS ILLEGAL TO ASK/REQUEST</strong></td>
</tr>
<tr>
<td></td>
<td>• Whether a U.S. citizen</td>
<td>• “Of what country are you a citizen?”</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>
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<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>
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<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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<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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<td></td>
<td>• Statement that, if hired, applicant may be required to submit proof of citizenship.</td>
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<td></td>
<td><strong>AFTER HIRING ONLY:</strong></td>
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<tr>
<td></td>
<td>• Require proof of citizenship</td>
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<tr>
<td><strong>Credit Rating</strong></td>
<td><strong>NO questions may be asked regarding credit.</strong></td>
<td><strong>You may not ask ANY questions regarding credit.</strong></td>
</tr>
<tr>
<td><strong>Criminal Record (Arrests and Convictions)</strong></td>
<td><strong>CAN ASK:</strong></td>
<td><strong>IT IS ILLEGAL TO ASK/REQUEST</strong></td>
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<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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<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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<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>• About any involvement in demonstrations</td>
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<tr>
<td><strong>Disabilities (continued on next page)</strong></td>
<td><strong>Accommodations for the interview must be provided.</strong></td>
<td><strong>AN EMPLOYER</strong></td>
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<td></td>
<td>• To inquire for the purpose of determining applicant's disabilities.</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>
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</table>

Don’t ask the applicant about what kind of disability an employee may have, or ask if they can do the job, or ask about the severity of their disability. If you have any questions, please contact the Human Resources office.
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<tr>
<th>AREA OF INQUIRY</th>
<th>LEGAL</th>
<th>ILLEGAL</th>
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<tr>
<td>Disabilities (continued from previous page)</td>
<td>capability to perform the job. (Burden of proof for non-discrimination lies with the employer.)</td>
<td>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. An employer must be prepared to prove that any physical and mental requirements for a job are due to “business” necessity and the safe performance of the job. Except in cases where undue hardship can be proven, employer must make “reasonable accommodations” for the physical and mental limitations of an employee or applicant. Includes alteration of duties, alteration of physical setting, and provision of aids. 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>CAN ASK:</td>
<td>• Whether or not applicant is able to carry out all necessary job assignments/functions and perform them in a safe manner “How would you perform this particular task?” CAN INVITE only if a disability has been identified by the candidate:</td>
<td>IT IS ILLEGAL TO ASK/REQUEST • Specifically ask the nationality, racial or religious affiliation of schools attended • To ask how foreign language ability was acquired</td>
</tr>
<tr>
<td>CAN ASK:</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>
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<tr>
<td>Education</td>
<td>CAN ASK:</td>
<td>IT IS ILLEGAL TO ASK/REQUEST • Specifically ask the nationality, racial or religious affiliation of schools attended • To ask how foreign language ability was acquired</td>
</tr>
<tr>
<td>• What academic, professional or vocational schools attended</td>
<td>• Name and address of persons to be notified in case of accident or emergency</td>
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<td>• About language skills such as reading and writing foreign languages</td>
<td>• Name and address of relatives to be notified in case of accident or emergency</td>
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<td>• Office skills</td>
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<tr>
<td>Emergency notification</td>
<td>CAN ASK ABOUT:</td>
<td>IT IS ILLEGAL TO ASK/REQUEST • Name of a spouse • Whether or not a spouse is employed • How much a spouse earns • Whether or not a spouse is subject to transfer • Questions about any relative of a candidate • Names of relatives not working for the institution • Name or address of any relative of adult applicant, other than those employed by institution</td>
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<tr>
<td>• Applicant’s work experience, including names and addresses of previous employers, dates of employment, reasons for leaving, and salary history</td>
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<td>• Other countries visited</td>
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<tr>
<td>Family/Relatives</td>
<td>CAN ASK:</td>
<td>IT IS ILLEGAL TO ASK/REQUEST • Name of a spouse • Whether or not a spouse is employed • How much a spouse earns • Whether or not a spouse is subject to transfer • Questions about any relative of a candidate • Names of relatives not working for the institution • Name or address of any relative of adult applicant, other than those employed by institution</td>
</tr>
<tr>
<td>• If the spouse is employed at MTU (CANNOT ASK NAME)</td>
<td>• To ask name, relationship and address of person to be notified in case of emergency</td>
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<tr>
<td>• Names of applicant’s relatives already employed by company</td>
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<td>• Names and addresses of parents or guardian of minor applicants</td>
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<td>AFTER HIRING ONLY:</td>
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<tr>
<td>• To ask name, relationship and address of person</td>
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<td>Gender/Sex</td>
<td>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. CAN INFORM:</td>
<td>IT IS ILLEGAL TO ASK/REQUEST • Sex of applicant • Anything which would indicate gender unless job related. (Only such jobs in education would be a full time locker room or restroom attendant.) • 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 “men’s work” or “women’s work” • Sex cannot be used as a factor for determining whether an applicant will be satisfied in a particular job • Avoid questions concerning applicant’s height or weight unless you can prove they are necessary requirements for the job to be performed.</td>
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<tr>
<td></td>
<td>• That the institution is an equal opportunity employer</td>
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<td></td>
<td>• Can ask about gender for affirmative action plan statistics</td>
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<tr>
<td>Health/Physical Condition</td>
<td>May ask “Do you have any physical, mental or sensory handicaps which might affect work performance or which should be considered in job placement?” May NOT ask • “Do you have any handicaps?” or questions that divulge handicaps which do not relate to the job. • Any questions regarding having received worker’s compensation.</td>
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<tr>
<td>Marital/Parental Status (continued on next page)</td>
<td>BEFORE HIRING:</td>
<td>IT IS ILLEGAL TO ASK/REQUEST • About marital status before hiring (married, single, divorced, engaged, etc.) • About the number and age of children</td>
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<tr>
<td>• Whether applicant can meet specified work schedules or has activities, commitments, or responsibilities that may hinder the meeting of</td>
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<td>AREA OF INQUIRY</td>
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</table>
| Marital/Parental Status (continued from previous page) | work attendance requirements. If such questions are asked, they must be asked of both sexes.  
• Inquiries, made to both males and females, as to a duration of stay on job or anticipated absences  
AFTER HIRING ONLY:  
• Married or single status for insurance and tax purposes  
Number and ages of dependents and age of spouse for insurance and tax purposes | • Information on child-care arrangements  
• About pregnancy and if applicant plans to have (more) children  
• Any question that directly or indirectly results in limitation of job opportunity in any way |
| Military Service | CAN ASK:  
• Inquiry into service in U.S. armed forces  
• Branch of service and rank attained  
• Any education or job related experience as it relates to a particular job  
• Require military discharge certificate after hiring | IT IS ILLEGAL TO ASK ABOUT OR REQUEST  
• Military records  
• Military service of any country other than the U.S  
• Type of discharge |
| Miscellaneous | Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal | IT IS ILLEGAL TO ASK REQUEST  
• About the name that would indicate applicant’s lineage, ancestry, national origin, or descent  
• If a woman is Miss, Mrs. or Ms.  
• Applicant to give maiden name or any previous name s/he has used  
• About names which have been changed by court order, marriage or otherwise |
| Name | For access purposes inquiry into whether the applicant's work records are under another name  
CAN ASK:  
• Have you worked for this organization under a different name?  
• 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. | IT IS ILLEGAL TO ASK REQUEST  
• To request listing of all clubs applicant belongs to or has belonged to  
• 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 |
| Organizations | CAN ASK:  
• 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  
• Offices held, if any | IT IS ILLEGAL TO ASK REQUEST  
• To take pictures of applicants during interviews  
• To ask height and weight, impairment or other non specified job-related physical data |
| Other Qualifications | CAN ASK:  
• About any area that has a direct reflection on the job applied for | IT IS ILLEGAL TO ASK REQUEST  
• Any non job related inquiry that may present information permitting unlawful discrimination |
| Photographs | AFTER HIRING ONLY:  
• May be required for identification purposes | IT IS ILLEGAL TO ASK REQUEST  
• Photographs before hiring (either requirement or request at his/her option) |
| Physical Data | CAN REQUIRE:  
• Applicant to prove ability to do manual labor, lifting and other physical requirements  
• A physical examination | IT IS ILLEGAL TO ASK REQUEST  
• Any question that directly or indirectly results in limitation of job opportunity in any way |
| Race/Color (also see Ancestry/ Birthplace/ National Origin) | • 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  
• To request references specifically from clergy or any other persons who might reflect race, color, religion, sex, national origin or ancestry |
| 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  
• 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 |
| 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 |
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<th>AREA OF INQUIRY</th>
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<tbody>
<tr>
<td>Work Schedules</td>
<td>• To ask willingness to work required work schedule (choice of work days, shifts, etc.)</td>
<td>• To ask if applicant has military reservist obligations</td>
</tr>
<tr>
<td></td>
<td>• To ask if applicant has military reservist obligations</td>
<td>IT IS ILLEGAL TO ASK/REQUEST</td>
</tr>
<tr>
<td></td>
<td>• To ask willingness to work any particular religious holiday</td>
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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.
  - You may ask for applicant's full name.
  - 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:
  - Supervisors or managers might prefer men or employees of certain ethnic/racial origins
  - Clients or customers might not want to deal with women or minorities
  - Women's work might lack credibility
  - 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/ao/HGcontents04.htm
University of Colorado at Colorado Springs  http://web.uccs.edu/affirm/Search%20man%20docs/guidelines_for_checking_referenc9.htm

http://www.admin.mtu.edu/hro/forms/wycaca.pdf