

Faculty Reference Checks

- Review the letter of recommendation associated with the reference.
- When introducing yourself to the reference, share only that the candidate is a finalist for a position.
- Maintain the highest level of confidentiality throughout the process. Do not delegate the reference gathering process to anyone outside the hiring process and share information gathered on a need-to-know basis only.
- Script:
Thank you for taking my call. My name is (name) from the University of Colorado Boulder. (Applicant's name) is a finalist for the position of (job title) and has indicated they were employed by your organization from (beginning/end dates).

Possible Questions to ask a Reference:

- What was the nature and length of your relationship with the candidate?
- How would you describe the candidate's leadership skills?
- Describe this candidate's teaching experience.
- Describe the candidate's research background and its impact on this field.
- Describe the candidate's service background and its impact on this field.
- Please describe the candidate's ability to work with senior leadership.
- How does _____ handle difficult people? What is _____'s conflict resolution approach?
- Describe how the candidate interacts with others. Explain.
- What are the candidate's key accomplishments or impact on the department?
- What area of development could the candidate focus on?
- Please speak to _____'s ability to recruit undergraduate majors. Can you cite specific examples?
- Would you work with this individual again? ____Yes____No (If no, why not?)

Thank you very much for talking with me about this candidate. I appreciate your time.

Adapted from the University of Colorado Boulder's Faculty Affairs search process