

Interview Review Guide

- We suggest asking 6-8 questions during a 60-minute interview period. Follow up questions are encouraged and can probe a specific area for clarity and/or to hear specific examples from prior work experience.
- You are encouraged to seek specific examples demonstrating prior experience as these are a better indicator of future performance than philosophical answers. Use the STAR method to probe on examples and in your evaluation:
 - The **STAR** method is: **S** – What was the situation? **T** – What needed to be done? Why? By Whom? **A** – What action was taken? What was the candidate’s role in developing and executing the action? **R** – Result – Outcome, what happened?
- Please allow a few minutes at the conclusion of the interview for the candidate to ask questions.

Question Format	Sample Questions/Framework
Welcome / Introductions	<ul style="list-style-type: none"> • <i>Thank the candidate for being a part of the process.</i> • <i>Formally introduce the CANDIDATE to the Interview Team.</i>
Candidate Introduction	<ul style="list-style-type: none"> • <i>Please take a few minutes to guide us through your background.</i>
Creative Approach	<ul style="list-style-type: none"> • <i>Describe a challenging situation you have encountered that required a creative approach.</i>
Partnership	<ul style="list-style-type: none"> • <i>Describe the impact you've had on your institution in terms of working across the organization and collaborating with others to accomplish common goals.</i>
Team Builder /Manager	<ul style="list-style-type: none"> • <i>How would you describe your leadership style?</i> • <i>What steps have you taken to develop your team, and what success or challenges have you faced in this area?</i>
Higher Education	<ul style="list-style-type: none"> • <i>What do you see as the major trends in higher education and how might our campus consider taking advantage of these circumstances?</i>
Institutional Cultural	<ul style="list-style-type: none"> • <i>What steps have you taken in the past when moving into new organizations or roles to learn and understand your teams and the new environment? What lessons have you learned in this respect that you might apply if hired into this position?</i>
Experience with Resource Constrained Environment	<ul style="list-style-type: none"> • <i>As with most public academic institutions, state funding continues to be reduced over time. Our goal is to develop new sources of revenue to ensure long-term financial health. Can you provide us with an example where you have been able to assist your institution in looking for alternative sources of revenue. How have you dealt with reduced state funding?</i>
Change Agent	<ul style="list-style-type: none"> • <i>Describe your approach as it relates to driving change. Share with us an example of a time when you initiated or lead a change effort. What was the approach and outcome? What lessons were learned?</i>
Data/Metrics	<ul style="list-style-type: none"> • <i>We have been building our data analytics capability over the last few years. It is an important part of our culture. Please share your experience as it relates to using metrics and data to inform decisions and recommendations.</i>
Questions from candidate	<ul style="list-style-type: none"> • <i>We have a few minutes left; please let us know what questions you have for the Committee?</i>

Interviewer's Name: _____

Date: _____

Candidate Name: _____

Interview Questions:

Interest in Position:

Question 1:

Strategic Leadership and Change Management:

Question 2:

Question 3:

Evidence of Innovation and Initiative

Question 4:

Question 5:

Management Style

Question 6:

Question 7:

Communication Skills

Question 8:

Question 9:

Candidates	Interest in Position	Strategic Leadership & Change Management	Evidence of Innovation and Initiative	Management Style	Communication Skills / Interpersonal Skills	Overall (Yes, Maybe or No)
Candidate						

Rating Scale Based Candidate's Response: Yes, No or Maybe