Sample Candidate Evaluation Tool for Staff Searches

- Use Selection Criteria created specifically for this search to populate the form (consider using a Google Form or Microsoft Forms to expedite the review and scoring process).
- Calibrate the scoring form by first discussing and agreeing on the selection criteria, and then having all committee members independently score 5 – 10 applications to assess reliability.
- Base scoring on career stage and expected accomplishments for that level – discuss the different expectations for each criteria.
- Each applicant on the “long list” should receive a review and rating by all committee members.
- Weights can be assigned to different categories as needed (e.g., if Communication should be 60% of the total score, the two communication categories can receive weighting to make them proportionally 60%).

<table>
<thead>
<tr>
<th>Builds Strong Teams</th>
<th>Communication</th>
<th>Service</th>
<th>Contributions to DEI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge and understanding</td>
<td>Track Record</td>
<td>Plans</td>
<td>Knowledge and understanding</td>
</tr>
<tr>
<td>1 - 5</td>
<td>1 - 5</td>
<td>1 - 5</td>
<td>1 - 5</td>
</tr>
</tbody>
</table>

Examples of Team Building:
- Has the candidate built a team of leaders that shares their philosophies and extends their reach across institution/community?
- Does the candidate have a history of collaboratively working with faculty and staff?
- How has the candidate collaborated—created a culture of collaboration—to ensure broad agreement?
- To what extent does the candidate take most of the credit, versus sharing credit, for success? Who gets the blame when something goes wrong?

Examples for assessing communication skills:
- Can the candidate boil down complex issues to convey their importance to groups with divergent perspectives and interests?
- Can the candidate provide significant examples of having successfully communicated the importance of a change agenda to secure support from diverse groups?
- Does the candidate’s communication ability include a willingness and ability to listen?

Examples for assessing service:
- Potential or track record of department engagement.
- Potential to make a positive contribution to the department climate.
- Potential to be a conscientious community member.
- Potential to make positive contributions to the professional community.

Examples for assessing contributions (see rubric for guidance):
- Knowledge of, experience with, and interest in dimensions of diversity that result from different identities, such as ethnic, socioeconomic, racial, gender, sexual orientation, disability, and cultural differences.
- Familiarity with challenges faced by underrepresented individuals and the need to identify and eliminate barriers to their full and equitable participation and advancement.
- Experiences or participation in activities designed to remove barriers and increase participation of underrepresented students, staff, and/or faculty.
- Specific ideas for programs, initiatives, or activities to initiate at Columbia if hired.