

The University of Texas at El Paso

Faculty Search and Selection Handbook



**Tenured/Tenure-Track
RY2022-2023**

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TABLE OF CONTENTS

<u>MESSAGE FROM THE PROVOST AND VPAA/DIVERSITY STATEMENT</u>	<u>1</u>
<u>UNIVERSITY POLICY STATEMENT ON EQUAL OPPORTUNITY/AFFIRMATIVE ACTION</u>	<u>2</u>
<u>IMPORTANCE OF DIVERSITY</u>	<u>3</u>
DIVERSITY AND RECRUITMENT ACTIVITIES	
INCREASING THE DIVERSITY OF THE APPLICANT POOL	
APPLICANT POOL	
EQUAL OPPORTUNITY OFFICE EFFORTS	
OFFICE OF HUMAN RESOURCES EFFORTS	
<u>MESSAGE FROM THE EQUAL OPPORTUNITY OFFICE</u>	<u>6</u>
<u>ROLES AND RESPONSIBILITIES</u>	<u>7</u>
EQUAL OPPORTUNITY OFFICE	
OFFICE OF THE PROVOST	
DEANS AND DEPARTMENT CHAIRS	
SEARCH COMMITTEE CHAIR	
SEARCH COMMITTEE	
<u>INITIATING A SEARCH</u>	<u>10</u>
AUTHORIZATION TO RECRUIT	
DOCUMENTATION	
CREATING A FACULTY EMPLOYMENT REQUISITION FORM	
FACULTY RECRUITMENT PLAN FORM	
EXTERNAL ADVERTISING	
GUIDELINES FOR RECRUITING AT ACADEMIC AND PROFESSIONAL CONFERENCES	
CREATING THE POSITION ANNOUNCEMENT	
UTEP EEO STATEMENT	
FACULTY POSITION – ROUTING AND REQUIRED APPROVALS	
<u>SEARCH GUIDELINES FOR TENURED/TENURE-TRACK FACULTY</u>	<u>17</u>
STEP 1: CONFLICTS OF INTEREST	
STEP 2: VETERANS EMPLOYMENT PREFERENCE	
STEP 3: DETERMINING SELECTION CRITERIA	
STEP 4: CERTIFYING THE APPLICANT POOL	
STEP 5: PRELIMINARY SCREENING OF APPLICANTS	
STEP 6: EVALUATION OF APPLICANTS WHO MEET THE MINIMUM REQUIRED QUALIFICATIONS AND DETERMINATION OF SHORT-LIST	
STEP 7: APPROVAL OF SHORT-LIST	
STEP 8: APPROVAL OF TELEPHONE/VIRTUAL INTERVIEWS	
STEP 9: APPROVAL OF CANDIDATES FOR ON-CAMPUS INTERVIEWS	
STEP 10: PREPARATION AND PLANNING FOR THE CAMPUS INTERVIEW	
STEP 11: CHECKING REFERENCES	
STEP 12: SELECTION/RECOMMENDATION FOR HIRE	
STEP 13: HIRING	
STEP 14: CLOSING THE SEARCH	
STEP 15: EVALUATING THE SEARCH	
<u>FORMS AND RESOURCES</u>	<u>30</u>

“As faculty, we have the privilege of choosing the colleagues with whom we’ll work, perhaps for decades to come. The considerable investment over time that we and the institution make in those colleagues warrants a great deal of care and effort in the search process.”

-Dr. John Wiebe, Provost and Vice President for Academic Affairs



In keeping with its Access and Excellence mission, The University of Texas at El Paso is committed to an open, diverse, and inclusive learning and working environment that honors the talents, respects the differences, and nurtures the growth and development of all.

UNIVERSITY POLICY STATEMENT ON EQUAL OPPORTUNITY/AFFIRMATIVE ACTION

The University of Texas at El Paso (“University” or “UTEP”) is an Equal Opportunity/Affirmative Action Employer. The University, in the administration of its employment policies and practices, will not discriminate against employees or applicants for employment because of race, color, national origin, sex, religion, age, disability, genetic information, veteran status, sexual orientation, or gender identity. The University will take affirmative steps to ensure that job applicants and employees are treated in a non-discriminatory manner in all aspects of employment, including recruitment, promotion, compensation, benefits, and training. UTEP’s commitment to providing equal opportunity also applies to students, prospective and entering students, and other beneficiaries seeking access to University programs, services, or activities.

Our institutional commitment to these policies provides for selection procedures based upon objective, defensible qualifications; promotions based upon documented performance, merit, and potential achievement; evaluations which are accurate and unbiased; and a complaint process which is fair and equitable. In addition, the University commits itself to increased recruitment efforts to ensure that qualified minorities, women, veterans, and individuals with a disability are represented in the applicant pool and evaluated equitably by search committees or administrative personnel.

Complaints regarding impermissible discrimination should be addressed to the Equal Opportunity Office, Kelly Hall, Room 302. All inquiries will be confidential to the extent permitted by law. Individuals may be assured that they are protected from retaliation for filing or cooperating in an investigation of a complaint of discrimination. A copy of the complaint procedure is available at the Equal Opportunity Office, or electronically in the Handbook of Operating Procedures under Section VI, Chapter 1, www.utep.edu/hoop.

Our commitment to equal opportunity principles and policies is shared by all members of the University community.

IMPORTANCE OF DIVERSITY



DIVERSITY AND RECRUITMENT ACTIVITIES

Diversity is a collective mixture of differences that includes, but is not limited to, an individual's characteristics, values, experiences, preferences, and behaviors. It is important to embrace and support these differences, so that we may create an atmosphere where equity and mutual respect are intrinsic. Diversity will create and continuously improve upon innovation, success, and competitiveness. It will also create an accessible, effective, and safe learning environment for the diverse students we enroll at UTEP and prepare all students to live and work in a diverse society.

Recruitment efforts should be inclusive of qualified women and minorities. Qualified individuals should be evaluated based upon credentials, experience and requirements for the position and not on characteristics defined by any of the protected classes. Recruitment efforts should also strive to include qualified diverse applicants that fall in one or more of the affirmative action categories.

PROTECTED CLASSES:

- Race
- Color
- National Origin
- Sex
- Religion
- Age
- Genetic Information
- Veteran Status
- Disability
- Sexual Orientation
- Gender Identity

AFFIRMATIVE ACTION CATEGORIES PURSUANT TO THE UNITED STATES DEPARTMENT OF LABOR:

- **American Indian or Alaska Native** - A person having origins in any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment.
- **Asian** - A person having origins in any of the original peoples of the Far East, Southeast Asia or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.
- **Black or African American** - A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- **Native Hawaiian or Other Pacific Islander** - A person having origins in any of the peoples of Hawaii, Guam, Samoa or other Pacific Islands.
- **White** - A person having origins in any of the original peoples of Europe, the Middle East or North Africa

INCREASING THE DIVERSITY OF THE APPLICANT POOL

Keep in mind that advertising is not the only approach to increase the diversity in the applicant pool. Attracting highly qualified and diverse applicants means going above and beyond traditional recruiting methods. Simply placing advertisements and waiting for applicants to express interest will not accomplish the job. It is important to take an active role in stimulating interest in the position.

Recruiting and networking year-round is highly recommended because it builds a rapport with contacts and keeps UTEP on the radar screen for graduating PhD students in the field. Such pre-recruiting must be informal and must not contain any implied promise of a future position.

Personal contact and networking with colleagues to source candidates has proven to be one of the most effective means of identifying qualified candidates, including candidates from underrepresented groups. It is important to seek out candidates who bring diverse life experiences with them. The Search Committee, department, and/or colleagues may discuss the best strategic approach in identifying promising candidates. Discussions should include the department's needs, specifics of the position, and contribution in the following areas:

- Each Search Committee member should commit to identifying a minimum of **five (5)** possible outreach sources
- Personal contact with colleagues who may refer qualified applicants to apply
- Networking and posting at professional meetings and conferences
- Contacting minority and women's caucuses of professional organizations
- Publications of discipline-related associations (e.g. Association for Women in Mathematics Newsletter)
- National publications
- Social media (e.g. LinkedIn, Twitter, Facebook, etc.)
- Publications targeting minority audiences
- Letters requesting nominations from Presidents, Provosts, and Deans of targeted universities and associations (e.g. historically minority serving colleges and universities)
- Establishing a recruitment relationship with historically minority and women serving colleges and universities
- Direct mailing to departments, programs or institutes
- Community organizations
- Newspapers in major urban areas
- Databases
- Student organizations

All active recruiting and outreach efforts to include diversity initiatives undertaken throughout the faculty search process must be documented and be provided to the Search Committee Chair. The Search Committee Chair will then document each Search Committee member's active recruitment efforts in the Faculty Recruitment Plan form. It is also important to maintain all correspondence and documents related to diversity outreach efforts.

APPLICANT POOL

An applicant pool consists of individuals who have submitted an online application in response to an advertised vacancy within the specified posting period. Applicants who do not submit a complete

online application in response to an advertised vacancy should be provided with an opportunity to complete their application. This can be done by sending an e-mail correspondence to the applicant utilizing the “Incomplete Application” e-mail template available through the online applicant tracking system (Hirezon). The Search Committee Chair should provide the applicant with a deadline to complete their application; however, if the applicant fails to meet the deadline, then the Search Committee Chair should disqualify the applicant from consideration. Please ensure that this is applied consistently throughout the faculty search process. For more information on sample mail templates, please contact the EO Office.

Sample Mail Templates

Contact the EO Office

EQUAL OPPORTUNITY (EO) OFFICE EFFORTS

The EO Office posts every tenured/tenure-track faculty position announcement in diversity-related web advertisements at no cost to the department. The EO Office also has limited funds available to assist departments with diversity-related recruitment activities. These funds are meant to assist departments that historically have a difficult time attracting women and other faculty from underrepresented groups to their applicant pools. Contact the EO Office for more information.

Additionally, the EO Office researches and compiles a listing of diversity-related publications, professional organizations, and other avenues in which qualified women and potential faculty from underrepresented groups may be recruited. This listing is specific to each position’s discipline, which can be found at www.utep.edu/eoaa and will be provided to the Search Committees during the EO briefing.

Upon request, the EO Office may lend assistance to academic departments by sending outreach letters and position announcements to universities that are known for graduating PhD students from underrepresented groups. Contact the EO Office to initiate this effort.

Listing of Minority Doctorate Granting Institutions

pg.41

THE OFFICE OF HUMAN RESOURCES EFFORTS

In accordance to regulations applicable to the Office of Federal Contract Compliance Programs (OFCCP), Section 503 of the Rehabilitation Act and the Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA), additional recruitment efforts by the Office of Human Resources will target Individuals with Disabilities and Protected Veterans.

MESSAGE FROM THE EO OFFICE

The purpose of this handbook is to provide uniform procedures for the recruitment and hiring of tenured and tenure-track University faculty and is meant to serve as a guide for Deans, Department

Chairs, Search Committee Chairs, and Search Committee Members throughout the recruitment process.

The procedures and resources in this handbook may also be used as a resource for best practices when recruiting for a non-tenured, non-tenure-track or other temporary faculty positions; however, the information may not always be applicable for such positions.

The EO Office wants to ensure that the Search Committee complies with the laws, regulations, and guidelines that govern equal opportunity employment.

It is expected that all faculty searches prepare a recruitment strategy that will demonstrate meaningful good faith efforts in recruiting minorities, women, veterans and individuals with disabilities. This is a reflection of the University's effort regarding our federal affirmative action requirements as well as a demonstration of our institutional commitment to recruiting, hiring, and retaining a diverse faculty. Please ensure that the necessary steps are being taken to broaden the applicant pool to attract a diverse group of qualified applicants.

The EO Office will assess the applicant pool demographics at the various stages of the recruitment process and utilize this information to discuss diversity efforts and outcomes with the respective administrator(s) as we progress through the faculty search process.

ROLES AND RESPONSIBILITIES

THE EQUAL OPPORTUNITY (EO) OFFICE

The EO Office serves as a resource to provide strategies to increase diversity in applicant pools as well as assist with any questions that may arise during the faculty search process.

The EO Office is responsible for collecting and assessing the applicant pool demographics. This information is shared with the respective administrator(s) to determine approvals throughout the faculty search process. The EO Office will also monitor the faculty search process to ensure compliance with search procedures and legal regulatory requirements. The EO Office will inform the Deans, Department Chairs, Search Committees, and/or any individual involved with a UTEP faculty search about UTEP's faculty search process, diversity inclusion, and equal opportunity best practices.

THE OFFICE OF THE PROVOST

The Office of the Provost reviews the applicant pool demographics provided by the EO Office as well as the active diversity recruitment efforts to provide approvals and/or recommendations at the campus visit stage of the search process. The Office of the Provost can also serve as a resource to Search Committees in providing strategies to increase diversity in applicant pools and assist with any questions that may arise throughout the faculty search process.

In addition, requests to hire tenured or tenure-track faculty members typically originate with the recommendation of the Search Committee and are generally transmitted through the respective Department Chair and Dean to the Office of the Provost. The Office of the Provost renders the final decision on whether or not to extend an offer.

DEANS AND DEPARTMENT CHAIRS

The Dean and/or Department Chair will establish a recruitment budget for the respective College/Department to achieve the objectives of their recruitment plans.

Deans/Department Chairs are responsible for:

- Monitoring the actions of the Search Committees in their colleges to ensure:
 - Compliance with University policies and procedures for recruitment.
 - All aspects of the recruitment process are handled ethically.
 - All personal information about applicants are handled in a confidential manner.
 - Compliance with federal and state laws prohibiting discrimination.
 - Prompt reporting of suspected irregularities in the faculty search process to the EO Office and ensure that corrective action is taken to address confirmed irregularities.
 - Promoting diversity in the applicant pools.
 - Reviewing the competitive applicants that progress in the faculty search process.
 - Providing approvals to the telephone or virtual interview list and campus visit list.

In addition to the items listed above, the Dean is also responsible for:

- Reviewing the applicant pool for inclusion of diverse candidates.
- Providing approvals at all stages of the faculty search process (e.g. pool certification, telephone or virtual interview list, and campus visit list).

SEARCH COMMITTEE CHAIR

The Chair of the Search Committee is the member in the leadership role that ensures adherence to the faculty search process guidelines. The Search Committee Chair leads the Search Committee and manages the faculty search process, so that it is efficient and effective.

The Search Committee Chair is responsible for:

- Adhering to confidentiality requirements.
- Attending an EO briefing prior to commencing the faculty search process to discuss administrative procedures, equal opportunity guidelines, and diversity initiatives.
- Providing the EO Office with updates throughout the faculty search process.
- Leading and conducting Search Committee meetings professionally and impartially.
- Ensuring that all Search Committee members are logged into the online applicant tracking

system (Hirezon).

- Forwarding the draft position announcement along with Dean approval to the EO Office to secure necessary approvals for the finalization of the position announcement.
- Working with the Dean and/or the Department Chair to secure and maintain budget for faculty search activities.
- Identifying placement(s) of the position announcement (e.g. Inside Higher Ed., The Chronicle of Higher Education, etc.) and if interested work with the Office of Human Resources for external advertisements.
- Obtaining active recruitment efforts undertaken by each Search Committee member and documenting these efforts on the Recruitment Plan form throughout the faculty search process.
- Ensuring all committee members involved in the faculty search process are provided with an EO briefing before screening applications, conducting telephone or virtual (such as zoom) interviews and face-to-face interviews.
- Establishing and following timelines for the faculty search process.
- Providing copies of the position announcement and advertisements to each member of the Search Committee and ensuring that each committee member understands what the position entails and the qualifications required.
- Ensuring every application receives a thorough review and that all search guidelines and deadlines are observed.
- Ensuring clear selection criteria has been established in advance prior to discussing applicants to avoid gender, ethnic, and other biases.
- Developing a list of interview questions and interview evaluation forms.
- Developing a process for receiving Search Committee members' evaluations.
- Coordinating with Department Support Staff for the development of candidate's campus visit itineraries to include travel arrangements.
- Sending the campus visit itineraries to the EO Office for review.
- Overseeing on-campus interviews.
- Collecting feedback from those who interact with the candidates during campus interviews.
- Forwarding recommendations for hire to the Department Chair.
- Communicating with applicants accordingly and timely throughout the faculty search process via the online applicant tracking system (Hirezon).
- Ensuring all applicants have a disposition code and hire/non-hire reason entered in the online applicant tracking system (Hirezon).
- Ensuring search related documents are uploaded into the online applicant tracking system (Hirezon) to meet Records Retention requirements.

SEARCH COMMITTEE

The Search Committee consists of faculty/individuals from various areas, departments or divisions, and levels within the University and/or the El Paso Community usually appointed by the Department Chair and/or Dean. These individuals will come together in a structured and coordinated manner to actively recruit, screen, evaluate, interview, and recommend qualified candidates for employment consideration.

NOTE: A Search Committee member should not be considered as an applicant for the position.

It is important to include minorities, women, and individuals from a cross-section of University departments and/or the El Paso Community on the Search Committee to ensure that a diverse range of people, expertise, experiences, and views will come together to make a very important recommendation for hire. The diversity of the Search Committee will help to mitigate any natural bias found in individual decisions and contribute to the successful outcome of the search.

Search Committee members are responsible for:

- Being committed to enhancing faculty diversity.
- Attending an EO briefing prior to commencing the search process to discuss administrative procedures, equal opportunity guidelines, and diversity initiatives.
- Participating in active recruitment and bringing forward ideas and/or contacts that may lead to potential diverse qualified applicants.
- Adhering to confidentiality requirements.
- Using the applicant tracking system (Hirezon) to evaluate each applicant's application materials based on established job related criteria only.
- Understanding and following UTEP policies and procedures regarding the selection process and the principles of equal opportunity.
- Being fair, impartial and open-minded during the review and consideration of applicants.
- Participating in all committee activities, meeting established deadlines, and making recommendations.

INITIATING A SEARCH

AUTHORIZATION TO RECRUIT (ATR)

The President authorizes position vacancies for faculty each academic year, based upon recommendations made by the Office of the Provost and the Dean of the respective college or school.

The Search Committee Chair will work closely with the EO Office when filling an authorized tenured/tenure-track faculty position.

It may be helpful to utilize the Search Process Checklist throughout the faculty search process to stay on track.

Search Process Checklist pg. 31

DOCUMENTATION

It is critical to start maintaining documentation at the beginning of a search. State and federal records retention guidelines require that all documentation related to a search must be kept for three (3) years from the date of hire.

All records related to faculty searches should be uploaded into the online applicant tracking system (Hirezon). The online applicant tracking system will automatically keep the documents for the three (3) year retention period. You may contact the EO Office for further guidance on uploading search documents into the online applicant tracking system (Hirezon). Please visit the *Documentation Retention Checklist* for a complete listing of documents to be uploaded.

Document Retention Checklist pg. 52

SEARCH INITIATION FORMS

Once approval has been received to advertise a tenured/tenure-track faculty position, the department initiates the recruiting/hiring process by completing a **Faculty Employment Requisition form, Faculty Recruitment Plan, and a faculty position announcement** to be routed via email for approval through the appropriate channels.

FACULTY EMPLOYMENT REQUISITION FORM

The Faculty Employment Requisition form is needed to begin the faculty search process in order to obtain information in regards to the position and the make-up of the Search Committee. Instructions on the completion of the Faculty Employment Requisition form and approval requirements are available in this instructional guide. This information and the electronic form may be found on the EOAA website: www.utep.edu/eoaa/.

Faculty Employment Requisition Form pg.32-33

FACULTY RECRUITMENT PLAN FORM

The department must also complete the Faculty Recruitment Plan form to begin the recruitment process. The initial submission of this form will illustrate the Search Committee's plan to actively recruit women and underrepresented groups throughout the faculty search process. As the Search Committee actively recruits, each Search Committee member should send all outreach efforts to the Search Committee Chair, so that the Chair may update the Faculty Recruitment Plan form throughout process. Keep in mind, the Recruitment Plan is a working document.

Examples of diversity recruitment may include: targeted advertisement in women/minority-related publications, mailings to departments/individuals, participation in professional conferences, personal contact with colleagues who may refer qualified candidates, or contact with comparable departments at minority serving institutions. Instructions on the completion of the Faculty Recruitment Plan form are available in this instructional guide. A listing of diversity sources and the electronic form may be found on the EOAA website: www.utep.edu/eoaa/.

EXTERNAL ADVERTISING

External faculty position announcements for tenured/tenure-track positions shall be advertised in publications with a national circulation. The department is strongly encouraged to place one electronic/web-based advertisement per position in a national professional journal. The Office of Human Resources can assist with placing external advertisements utilizing a third party vendor or the department has the option to place their own external advertisements. The department is responsible for the cost of the advertisement. For assistance with placing external advertisements, please contact the Office of Human Resources directly at Employment@utep.edu.

NOTE: External advertisements cannot be placed until the faculty position has been posted on the UTEP Executive/Faculty Employment Opportunities webpage and the EO Office has communicated that all approvals have been obtained.

GUIDELINES FOR RECRUITING AT ACADEMIC AND PROFESSIONAL CONFERENCES

Some departments attend professional conferences to identify potential candidates and conduct preliminary interviews. If the Search Committee Chair and/or members of the Search Committee will be attending a conference before officially opening a search, the Search Committee Chair and/or members of the Search Committee may informally meet with people to talk about UTEP, the department, and discuss potential faculty openings. Formal interviews are permitted at conferences if the individual has applied for an open position. The position announcement should also indicate that interviews will be conducted at the conference.

CREATING THE POSITION ANNOUNCEMENT

To begin recruitment, the Search Committee should also draft a position announcement for review.

The most important step in the faculty search process is to properly draft an ad that will yield the right candidate(s). A poorly written position description in the position announcement can result in a poor hiring recommendation or failed search. If the ad does not reflect the position accurately, the wrong candidate will be attracted, therefore, draft an ad that is specific to the needs of the position and department.

Information in the position announcement should mirror information provided in the Faculty Employment Requisition form. The Dean and/or Department Chair should ensure there is no contradictory information between the position announcement and form, such as required application documents.

Below is a list of both required and optional information to be included in the position announcement. **An asterisk (*) indicates a required section in the official position announcement.**

All approved faculty position announcements will be automatically placed on the UTEP Executive/Faculty Employment Opportunities webpage by the EO Office. This will be done at no cost to the department and/or college. The official position announcement should be a detailed description of the position. If necessary, the official position announcement may be shortened for external advertisements when limited on space. If the official position announcement is shortened, it must go through the same approval process as the official position announcement prior to use for recruitment.

Other sections are optional for the official position announcement, but are highly recommended. The sample position announcement in the faculty search handbook reflects the layout of how the position announcement will look once posted on the UTEP Executive/Faculty Employment Opportunities webpage. Please be aware that the order of the required sections in the position announcement **cannot** be changed.

Sample Position Announcement pg. 40

1. UTEP Logo

University policy requires that only approved versions of the UTEP logo may be used. More information is available on the Marketing and Communications website (www.utep.edu/marketing-and-communications).

***2. THE UNIVERSITY OF TEXAS AT EL PASO, POSITION TITLE AND DEPARTMENT**

- Position title must be consistent with information listed on employment requisition.

***3. DESCRIPTION OF UTEP AND/OR EL PASO**

- Utilize UTEP & El Paso descriptions provided by University Communications and approved by the Office of the Provost, pg. 38 & 39

4. DESCRIPTION OF DEPARTMENT/PROGRAM/COLLEGE

- What do interested candidates need to know about the Department/Program and/or College?
 - Undergraduate degrees, Masters/Doctoral programs;
 - Collaboration with other departments/centers/programs;

- Specific information related to active research or grants.

***5. POSITION DESCRIPTION**

- What duties/responsibilities will the selected candidate have in this position?
 - Teaching/mentoring—undergraduate and/or graduate;
 - Research/grant activities;
 - Interdepartmental or Center collaboration;
 - Department/university service.
- Include anticipated appointment date (e.g. fall (FY)).

6. WEB LINKS

- UTEP home page (www.utep.edu)
- Department home page (e.g. www.utep.edu/biology)
- * ● UTEP Employment Opportunity home page (www.utep.edu/employment) is required for all external position announcements.

***7. REQUIRED QUALIFICATIONS**

- These are what an applicant must have to be qualified for the position (and thereby be considered further for the position). If an applicant does not possess something listed in the required qualifications, they may not be considered further for the position.
- When developing required qualifications, think about how the Search Committee will be able to measure them consistently across applicants.
- If the position is open rank (i.e. Assistant/Associate/Professor), indicate qualifications required for each rank to assist with screening applications. Examples of required qualifications:
 - PhD or terminal degree in specific field or related field
 - ABD if doctorate is obtained by start date
 - Post-doctoral experience (# of years)
 - Specific field or research specialization
 - Experience teaching/mentoring students (# of years)
 - Experience with specific research techniques
 - Publication record
 - Grant record
 - Licenses, certifications or memberships
 - Experience working with diverse groups

8. PREFERRED QUALIFICATIONS

- These are desirable for applicants to have, however, not required. NOT having a preferred qualification does not disqualify an applicant from further consideration.

- It is optional whether or not to have preferred qualifications, however, utilizing them can make screening of applicants easier.
- Examples:
 - Post-doctoral experience;
 - Licenses, certifications, memberships;
 - Specific field or specialization;
 - Connection to University mission.

9. SALARY INFORMATION

- Dependent on Experience

***10. APPLICATION INSTRUCTIONS AND CONTACT INFORMATION**

- Must be consistent with information on faculty employment requisition form. Think about what the Search Committee really wants/needs to receive from each applicant. (Applications that are incomplete should not be considered until they are complete.)

Examples of application materials:

- Letter of interest;
 - Curriculum Vitae;
 - Contact information of professional references;
 - Official Transcripts;
 - Statement of teaching philosophy;
 - Statement of research interests;
 - Statement of contributions to diversity, equity, and inclusion, including information about your understanding of these issues, your record of activities to date, and your specific plans and goals for advancing equity and inclusion if hired;
 - Samples of articles/publications.
- If advertising multiple titles (e.g. Assistant/Associate) request that applicants indicate in their letter of interest at which rank they want to be considered.

***11. APPLICATION REVIEW DATE**

- Must be consistent with information on employment requisition.
- When does review of applications begin (immediately or on a specified date)? If a date is specified, then applicants cannot be contacted prior to that date (other than follow up letters).
- Examples of wording:
 - Review of applications will begin immediately.
 - Applicants are encouraged to apply by November 30, 20XX.
 - Review of applications will begin October 1, 20XX.

- All positions at UTEP are opened until filled, therefore, review of applications must continue until the position is filled.

***12. UTEP's EEO STATEMENT AND DIVERSITY STATEMENT**

- All position announcements, advertisements and outreach letters must include the following equal opportunity statement and diversity statement:

In keeping with its Access and Excellence mission, the University of Texas at El Paso is committed to an open, diverse, and inclusive learning and working environment that honors the talents, respects the differences, and nurtures the growth and development of all.

The University of Texas at El Paso is an Equal Opportunity/Affirmative Action employer. The University does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, genetic information, veteran status, sexual orientation, or gender identity in employment or in the provision of services in accordance with state and federal law. Discrimination on the basis of sex includes an employee's or prospective employee's right to be free from sexual harassment under Title IX of the Higher Education Amendments of 1972.

Faculty Position – Routing and Required Approvals

The Faculty Employment Requisition form, Faculty Recruitment Plan form, and the draft position announcement should be submitted via email for approvals as follows:

- After being created by the Department Chair/Search Committee Chair, all documents should be e-mailed to the respective Dean for approval;
- The respective Dean reviews the Faculty Employment Requisition form, Faculty Recruitment Plan form, draft position announcement, and responds to the e-mail with his/her approval and/or recommendation;
- The Department Chair/Search Committee Chair will then forward the attachments along with the Dean's approval to the EO Office (eoaa@utep.edu) for review;
- The EO Office reviews the attachments and forwards the draft position announcement to the Office of the Provost for final review and approval;
- The Office of the Provost reviews, approves and/or provides recommendations of the position announcement to the EO Office;
- The EO Office will proceed in placing the position announcement in the UTEP Executive/Faculty Employment Opportunities webpage. The EO Office will also send an email notifying the Search Committee Chair, Office of the Provost, Dean, Department Chair, Respective CAO, and the Office of Human Resources that the position has been posted.

If changes are made to the Faculty Requisition form, Faculty Recruitment plan form, and/or position

announcement at any point in the chain of approval, re-save the new document(s) so that only the updated versions of the document(s) are forwarded. Prior to forwarding the Faculty Requisition form, Faculty Recruitment plan form, and/or the position announcement that have been changed/edited, notify the document creator and Dean so changes can be discussed before being finalized.

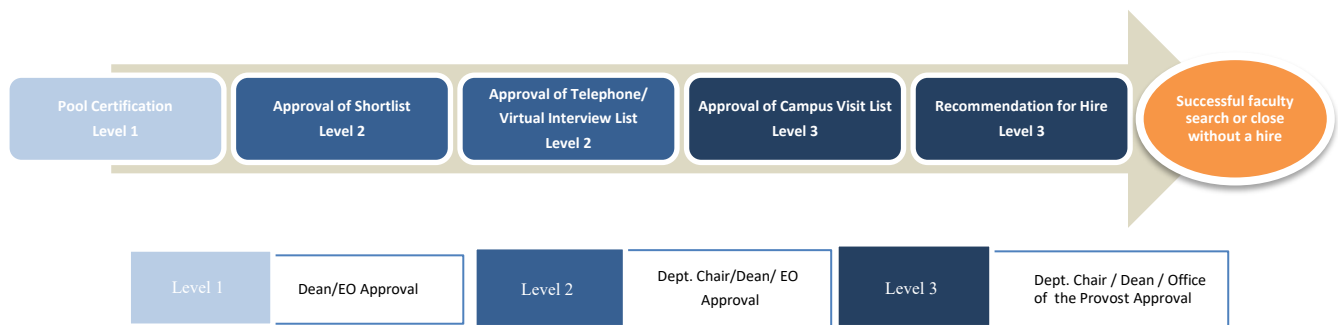
NOTE: The approved position announcement may now be placed externally. You may contact the Office of Human Resources for assistance in placing external advertisements, if needed.

- If changes are made after the EO Office posts the position announcement on the UTEP Executive/Faculty Employment Opportunities webpage, the position announcement will need to go through the chain of approvals. The EO Office will remove the outdated position announcement and post the revised announcement to reflect a new posting date.

SEARCH GUIDELINES FOR TENURED/ TENURE-TRACK FACULTY

The following step-by-step guidelines will assist the Search Committee throughout the faculty search process. There are several stages in which review and approval by the Department Chair, the Dean, the EO Office, and the Office of the Provost is required before the search can proceed to the next step.

RECRUITMENT STEPS REQUIRING APPROVALS



STEP -BY- STEP GUIDELINES

STEP 1: DETERMINING SELECTION CRITERIA

The Search Committee must clearly understand what skills, abilities, experience and knowledge are **required** to successfully perform the job. The selection criteria should reflect the content of the position announcement as well as departmental needs.

- Distinguish between **required** and **preferred** selection criteria and make these distinctions prior to reviewing any applications.
- Determine the relative importance of each of the required and preferred criteria (e.g. the

weight to be given to research versus teaching experience).

STEP 2: CONFLICTS OF INTEREST

Search Committee members should disclose as soon as possible any potential conflicts of interest to the Search Committee Chair. Most fields and sub-fields are relatively small, therefore, it may be that Search Committee members will know many applicants through published work or through their involvement in conferences and professional organizations. Moreover, presenting with applicants on panels, or appearing in the same issues of journals or in the same edited volumes do not usually constitute conflicts of interest.

Conflicts of interest is typically defined as occurring when a search committee member will in some way benefit from the applicant's success, either significantly or in terms of status or prestige. Most obvious cases of conflicts of interest can include, but are not limited to:

- Having a close personal relationship with an applicant (e.g. spouse or partner, sibling, parent, or child).
- Having served as an applicant's dissertation adviser.
- Having been a co-author or co-editor with an applicant.
- Providing a letter of recommendation and/or reference for an applicant.

The Search Committee Chair would determine how to address the reported matter. The Search Committee member might need to recuse themselves from the Search Committee or evaluating particular applicants. You may contact the EO Office if further guidance is needed.

STEP 3: VETERANS EMPLOYMENT PREFERENCE

According to Chapter 657 of the Texas Government Code, an individual who qualifies for a veteran's employment preference is entitled to a preference in employment with or appointment to a state agency over other applicants for the same position who do not have a greater qualification. Individuals who qualify for a veteran's employment preference will be mentioned or identified by the EO Office at the different stages of the faculty search process based on applicant disclosures.

STEP 4: APPROVAL TO CERTIFY THE APPLICANT POOL

Each Search Committee member will have access to the applicant tracking system (Hirezon) to review each application independently. Once the Search Committee is ready to evaluate the applicants as a group, the Search Committee Chair must first send a request via e-mail to the EO Office at eoaa@utep.edu to certify the applicant pool along with an updated Faculty Recruitment Plan form displaying each Search Committee members' active recruitment and outreach efforts. The EO Office and respective Dean must then review the applicant pool demographics and assess for diversity.

If women and minorities are not represented in the applicant pool, the pool certification may

potentially not be approved and the Search Committee may be required to engage in additional diversity recruiting efforts before proceeding.

STEP 5: PRELIMINARY SCREENING OF APPLICANTS

After the applicant pool has been certified by the EO Office and the respective Dean, the Search Committee may now meet to begin the review of applications as a group. Preliminary screening of applicants should be based solely on the minimum required qualifications as stated in the position announcement. Consider utilizing the sample Applicant Evaluation Cover Sheet to determine who meets and who does not meet the required qualifications.

Once the Search Committee has determined who has a complete application and meets the minimum required qualifications, those applicants may be further evaluated. The applicants who do not meet the minimum required qualifications or have not met the deadline given to submit a complete application will not be considered for the position. At this time, the Search Committee Chair should send an e-mail correspondence to notify all the candidates who did not meet the minimum required qualifications and who have an incomplete application that they are no longer being considered for the position. Sample mail templates may be found via the online applicant tracking system (Hirezon). For more information on sample mail templates, please contact the EO Office.

Applicant Evaluation Cover Sheet pg. 42

Sample mail templates Contact the EO Office

STEP 6: EVALUATION OF APPLICANTS WHO MEET THE MINIMUM REQUIRED QUALIFICATIONS & DETERMINATION OF SHORT-LIST

Once the Search Committee has determined which applicants meet the minimum required qualifications for the position, these applicants should be further evaluated based on preferred qualifications, departmental needs and any other selection criteria that the Search Committee has agreed upon in advance. It is critical that all applicants be evaluated against the same set of criteria. Consider developing a matrix to assist with this evaluation and help narrow the qualified applicants to a short-list. The Qualifications Matrix may be customized to meet the needs of the search.

Qualifications Matrix pg. 43

Search Committees must not invent new criteria along the way that redefine the position or interject bias and personal preference into the decision-making process. Please see below tips on how to combat unconscious bias as an individual:

- **QUESTION YOUR ASSUMPTIONS-** Start to ask yourself: Why am I thinking this way? Would I be drawing the same conclusions if this scenario involved someone of a different profile? (e.g. a man instead of a woman)

- **ANALYZE-** Ask yourself if the forms of biases you are experiencing are consistent with your personal and institution’s values. If they are not, identify opportunities to change.
- **TAKE A RISK-** Put yourself out of your comfort zone. Get together with the search committee to work through those risks.
- **DISRUPT THE DEFAULT-** Challenge elements of the current situation that may perpetuate bias.
- **SPEAK OUT-** Discuss issues with the search committee to share experiences with one another. Find common ground and start a dialogue that will generate solutions.
- **HOLD YOURSELF AND OTHERS ACCOUNTABLE-** Hold yourself accountable for self-reflection, learning and continually analyzing your behaviors and experiences. At the same time, interrupt when you see others engaging in biased behaviors by politely calling out their misstep and suggesting constructive alternative ways of thinking.

You can visit <https://implicit.harvard.edu/implicit/takeatest.html> and take **Harvard’s Implicit Bias Test** to learn about your own biases.

STEP 7: APPROVAL OF SHORT-LIST

The Search Committee Chair must notify and provide the Department Chair with a list of semi-finalists (“short-list”) for his/her approval. Preference for certain candidates may be indicated, however, it is recommended that the short-list be unranked. If the Department Chair is in agreement with the recommended short-list, the Search Committee Chair must forward the list to the EO Office along with the Department Chairs’ approval.

In preparation of forwarding the recommended short-list to the EO Office, the Search Committee Chair must select a disposition code for non-selection and/or enter a justification reason(s) in the online applicant tracking system (Hirezon) for all the applicants who will not be considered further.

The EO Office and respective Dean must then review the applicant pool demographics and assess for diversity. Upon Dean approval, the EO Office will inform the Department Chair and the Search Committee Chair the outcome of the request.

STEP 8: APPROVAL OF TELEPHONE/VIRTUAL INTERVIEWS

Telephone or virtual interviews can be an effective and low-cost method for screening the short-list of candidates. If the Search Committee plans to conduct telephone or virtual interviews, please provide the names of the candidates being recommended to the Department Chair for approval *prior* to scheduling interviews. Upon the Department Chairs approval of the recommended telephone or virtual interview list, the Search Committee Chair must forward the list to the EO Office along with the Department Chairs’ approval.

In preparation of forwarding the recommended telephone or virtual interview list to the EO Office, the Search Committee Chair must select a disposition code for non-selection and/or enter a justification

reason(s) in the online applicant tracking system (Hirezon) for all the candidates who will not be considered further.

The EO Office and respective Dean must then review the demographics for the recommended list of candidates and assess for diversity. Upon Dean approval, the EO Office will then communicate to the Department Chair and Search Committee Chair the outcome of the request.

NOTE: Upon approval and scheduling telephone or virtual interviews, please forward the dates to the EO Office for purposes of record keeping.

It is important that the Search Committee develop a structured telephone or virtual interview format in advance. The Search Committee should identify the questions that will be asked of all candidates.

A written summary of each telephone or virtual interview should be prepared for record keeping purposes and for use during the final evaluation process. It is extremely important that all telephone or virtual interviews follow a consistent format and the results of each interview are documented. Once telephone or virtual interviews have been conducted, all evaluation materials should be uploaded into the online applicant tracking system (Hirezon).

Below are some tools to assist with consistency in the telephone or virtual interview process.

<u>Interview Question Guidelines</u>	<u>pg. 44-45</u>
<u>Telephone or virtual Interview Evaluation Form</u>	<u>pg. 46-47</u>

STEP 9: APPROVAL OF CANDIDATES FOR ON-CAMPUS INTERVIEWS

Once the Search Committee has identified a recommended campus interview list, the Search Committee Chair must provide the names of the candidates being recommended for campus visits to the Department Chair for approval *prior* to scheduling interviews. Upon the Department Chairs' approval, the Search Committee Chair must forward the list to the EO Office along with the Department Chairs' approval.

Prior to forwarding the recommended campus visit list to the EO Office, the Search Committee Chair must select a disposition code for non-selection and/or enter a justification reason(s) in the online applicant tracking system (Hirezon) for all the candidates who will not be considered further.

The EO Office and respective Dean must then review the demographics for the recommended list of candidates and assess for diversity. Upon Dean approval, the EO Office will then forward the assessment to the Office of the Provost for final review and approval.

Lastly, the EO Office will then communicate to the respective Dean, Department Chair and the Search

Committee Chair the outcome of the request.

NOTE: All interview materials must be uploaded into the applicant tracking system (Hirezon), once campus interviews have been conducted.

STEP 10: PREPARATION AND PLANNING FOR THE CAMPUS INTERVIEW

Equal Opportunity Considerations

Interviews must be conducted in a manner that is fair and equitable for all candidates. Fairness and consistency are key in the interview process. Here are some tips to promote equal opportunity during the interview:

- The Search Committee may decide to use a form or electronic survey to evaluate each candidate in terms of presentation, work experience, research, scholarship, teaching experience, and other job-related criteria.
- The Search Committee should determine how the form will be used to rate the candidates including the process for calculating results. When assigning a rating, be consistent and be able to articulate the justification for a particular rating.
- Prepare interview questions that directly relate to the skills, abilities, and experience that are required of the position—develop these questions with the position description and selection criteria in mind. Prior to the interviews, discuss what constitutes an appropriate answer to each question. This discussion will ensure that all members understand the questions and will provide a basis for determining how to rate each candidate’s responses.
- Remind participants to not ask questions regarding the candidate’s personal life or questions designed to elicit information about race, color, sex, family status, religion, age, national origin, disability, genetic information, sexual orientation, veteran status, gender identity, etc.
- Be consistent—the same time should be allotted for each candidate’s interview and the same core questions should be asked of all candidates. Follow up questions are appropriate when warranted.
- Limit questions that ask about *beliefs* and *opinions*.
- Utilize scenarios in the interview, as this can be an effective way of evaluating a candidate’s behavior on the job.
- Treat all candidates the same; treat internal candidates as external candidates would be treated.
- Prepare the same or similar interview schedules for each candidate. If activities such as meals or receptions are a part of one candidate’s interview schedule, they must be a part of each candidate’s interview schedule. This applies to both internal and external candidates.
- Understand that social situations (e.g., lunch or dinner with faculty) are still a part of the interview process—maintain professional decorum throughout.
- Provide candidates comparable opportunities to interact with Search Committee members, as

well as others who may be involved in the interview process such as graduate students, undergraduate students, etc.

Colloquium Presentation

During an on-campus visit, faculty members and/or graduate students should evaluate each candidate presenting at a scheduled colloquium by using a hardcopy Colloquium Evaluation form or an electronic Colloquium Evaluation form. It is recommended that prior to the speaker's (candidate) presentation, clear and concise instructions should be provided to the individuals completing an evaluation. It is also important to mention that the evaluations are part of the search and selection process and will be utilized to further serve the Search Committee when reviewing evaluations, therefore, honest ratings are requested.

For more information in regards to the electronic Colloquium Evaluation, please contact the EO Office.

Colloquium Evaluation Form - Hardcopy pg. 49

Colloquium Evaluation - Electronic pg. 50

Tips for Legal Interviewing

- According to the Equal Employment Opportunity Commission (EEOC), questions regarding race, color, sex, religion, age, genetic information, national origin, sexual orientation, veteran status, and gender identity cannot be asked of any candidate. In addition, to comply with the Americans with Disabilities Act (ADA), do not ask questions regarding a candidate's disability and/or medical condition.
- It is encouraged to contact the EO Office for assistance with pre-interview preparation, including review of interview questions for appropriateness and legality. Please refer to the *Interview Question Guidelines* for clarification of legal issues and basic guidelines in pre-employment inquiries.

Interview Question Guidelines pg. 44 & 45

- Avoid any discussion involving:
 - Age
 - Arrest records
 - Childcare arrangements
 - Color
 - Credit
 - Creed
 - Disabilities/Illnesses
 - Genetic Information
 - Height/Weight
 - Military Discharge
 - Marital Status/Family Status
 - National Origin/Citizenship
 - Pregnancy
 - Political affiliations
 - Race
 - Religion
 - Sex
 - Sexual Orientation
 - Veteran Status
 - Gender Identity

In addition, the respective department must be ready to make a reasonable accommodation for qualified candidates with disabilities. “Reasonable accommodation” is covered under the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. Please contact the EO Office for candidates requesting ADA accommodations.

Communicating with the Candidate about the Campus Interview

Before the visit, the EO Office will provide the Search Committee Chair with Campus Visit folders to distribute to each candidate invited to campus. The folder includes information about UTEP and El Paso. If time permits, it is ideal that these materials be mailed to each candidate prior to their visit along with an interview itinerary. If time does not permit, the Search Committee Chair should plan on providing the information to the candidate upon their arrival.

The Interview Itinerary

The campus interview is the opportunity to inform each candidate about the history of UTEP and the University’s goals. The quality of the campus visit will play a large role in whether the top candidate decides to make UTEP his/her home. Remember, interview itineraries should be similar/comparable in scope and duration for each candidate who is invited to interview for the same position. Refer to our sample campus visit itinerary for ideas.

Below are tips that may be considered during the campus interview process:

- Create the interview itinerary in a manner that showcases the spirit and enthusiasm that is UTEP and the El Paso region.
- Make sure all required administrators are included.
- Faculty members who have responsibility for recommending candidates for hire should have ample opportunity to interact with each candidate. Consider holding larger group meetings with faculty instead of a series of short one-on-one meetings.
- Include relevant centers or interdisciplinary programs.
- Include students.
- Make sure candidates are escorted throughout their visits and never left to “fend for themselves.”
- If candidates are flying to El Paso, be sure someone is available to pick them up and return them to the airport.
- Include a tour of the campus, college, and respective facilities as part of campus interview.
- Utilize a variety of venues during the interview.
- Meals and/or receptions that are scheduled for one candidate should be scheduled for all candidates; only administrators and/or key faculty within the department or program should be the participants for off-campus engagements with candidates.
- Arrange for each candidate to meet with a Human Resources Representative to discuss UTEP’s benefit programs.

- Provide the candidate with a list of names of realtors in the community (not just one name).

Sample Campus Interview Itinerary pg.48

NOTE: All campus visit itineraries must be forwarded to the EO Office for review prior to providing it to the candidate.

STEP 11: CHECKING REFERENCES

The Search Committee may request letters of recommendation via the online applicant tracking system (Hirezon) and/or check references that are provided by the candidate. Off-list references can be checked, however, permission from the candidate must be obtained in order to proceed. If off-list references are being checked for one candidate, the Search Committee must ensure to follow a consistent process and obtain permission from all the candidates whom are receiving reference checks. If a candidate did not provide the Search Committee with permission to check an off-list reference, the Search Committee may not use this as a reason to disqualify the candidate from consideration. A diligent effort should be made to check references and credentials before any job offer is made.

Reference Check Form pg. 51

Consider the following when conducting reference checks:

- Utilize a script to assist with consistency;
- Questions asked of the reference provider must be job/performance-related and documented;
- Conduct conversations with the reference provider in a manner that is consistent;
- Consider personal information obtained through references only if it is job-related, based on first-hand knowledge and is objective and verifiable;
- Do not ask legally prohibited questions to the reference provider.

Legally prohibited questions pg. 44-45

STEP 12: SELECTION/RECOMMENDATION FOR HIRE

Upon completion of on-campus interviews, the Search Committee and departmental faculty will discuss and vote to determine any recommendations for hire. If more than one candidate is recommended, an order of preference may be indicated. It is important to remember that these discussions represent preliminary recommendations and are not a guarantee of a future offer of employment. Academic rank will also be recommended at this time, if applicable.

The Department Chair/Search Committee Chair should forward the list of recommended candidates to the respective Dean, who will then review, assess, and determine if the search may proceed.

If the Search Committee does not recommend any of the interviewees, they may re-evaluate the remaining candidates on the short-list and/or in the applicant pool and recommend additional candidates for interviews, pending Department Chair, Dean, Office of the Provost and EO Office approval. If no other candidates are recommended for interview, recruitment efforts for the position may continue or the search may be closed.

STEP 13: HIRING

Offers of Employment

The Dean will have a preliminary discussion with the recommended candidate(s) about employment conditions, compensation and expectations, but also notifying the candidate that any official offers will have to be approved by the Provost. At this point, only the Dean is authorized to have such conversations with the candidate(s), unless he/she appoints the Department Chair or designee to do so.

The Dean forwards the Office of the Provost a request for Authorization to Hire that includes:

- Exhibit 1: Candidate's CV
- Exhibit 2: Dean's Letter of Recommendation
- Exhibit 3: Data and Analysis for Proposed Salary
- Exhibit 4: Proposed Start-Up Package
- Exhibit 5: Proposed Offer Letter and Supplemental Offer Letter, if applicable

You may visit <https://www.utep.edu/provost/Files/docs/searches/authtohireguidelines.pdf> for more information regarding the authorization to hire process.

The Office of the Provost will then affirm or amend the Dean's recommendation. If authorization to hire is given, the Dean will proceed to offer the position to the candidate(s) and negotiate terms as appropriate. If the recommendation as submitted is not accepted by the candidate, the Dean will discuss with the Office of the Provost and the candidate(s) as necessary. If the authorization to hire is not approved, the Dean will notify the candidate(s) and the Department Chair.

If the candidate(s) declines the position(s), the Dean will either close the search without a hire or proceed with the Search Committee's next recommended candidate. If the candidate(s) accepts and returns the signed offer letter, the Dean's Office will send the letter to the Office of the Provost. The Director of Academic Affairs Personnel will then send a copy of the signed offer letter via e-mail to the Office of Human Resources, the Budget Office, and the EO Office. The EO Office will then proceed to close the search.

Dual-Career Considerations

It is possible that candidates will inquire about spouse/partner employment opportunities. In the event a candidate expresses interest in a dual-career faculty opportunity at UTEP, a University staff position,

and/or employment outside of the University, please contact the Department Chair and he/she may work with the Dean and Tami Keating from the Office of the Provost to consider what options may be available.

Employment Sponsored Visas

All foreign workers must obtain permission to work legally in the United States. For any inquiries pertaining to employment sponsored visas, please contact the Office of Human Resources as soon as possible if this is a concern at the contact information provided below.

Arizve Ochoa-Retana
Director
(915) 747-7509
aoretana@utep.edu

Gabriela Montes
Immigration Manager
(915) 747-7960
gmontes5@utep.edu

Jasmine Covarrubias
Human Resources Representative
(915) 747-8010
jcovarrubia@utep.edu

STEP 14: CLOSING THE SEARCH

Upon receipt of the signed offer letter or if the respective Dean decides to close a search without a hire, the EO Office will remove the position announcement from the UTEP Executive/Faculty Employment Opportunities webpage.

Regret Letters

All applicants should be notified of their candidacy and the search outcome via the online applicant tracking system (Hirezon), as soon as possible. Every applicant is a potential employee, even those applicants who may not meet the needs of the department or University at the time. Candidates, even if not selected for a position, will remember how they were treated during the process and can become our most effective advertisement.

The Search Committee Chair should only send regret letters to those applicants who will not be considered further for the position. Regret letters do not need to be sent to candidates who withdrew their candidacy and/or declined an offer. It is recommended that the Search Committee Chair wait to send regret letters to any candidates who may still be under consideration until the Search Committee is certain that they will not need to go back to the applicant pool to select additional semi-finalists. For those candidates who were interviewed on-campus, the Search Committee Chair may notify them via phone that another selection has been made and that the search has been concluded. The Search Committee Chair should then document that the candidate was informed of their candidacy via phone in the online applicant tracking system (Hirezon).

Regret letters may be sent to applicants at various stages throughout the faculty search process, for example:

- After the initial applicant screening (to those candidates who do not meet the minimum required qualifications of the position)
- Once the short-list has been determined (to those candidates who did not make the short-list)

- and who will not be considered further)
- Once the telephone or virtual interview list has been determined (to those candidates who did not make the telephone or virtual interview list and will not be considered further)
- Once the campus interview list has been determined (to those candidates who did not make the campus interview list and who will not be considered further)
- Once the outcome of the search is certain (e.g. candidate accepts, or search is closed without a hire).

The Search Committee may also choose to send “update” letters to applicants throughout the process informing them of the status of their application. Applicants appreciate communication throughout the process and it reflects well on the hiring department when applicants are kept informed. The Search Committee Chair may find sample mail templates in the applicant tracking system (Hirezon). For more information on sample mail templates, please contact the EO Office.

Sample Mail Templates

Contact the EO Office

If the faculty position is NOT filled

If a position goes unfilled because the candidate declined an offer, the applicant pool was not strong, or the search was canceled due to lack of funding, it is advised that the search be closed. This ensures that searches are not open indefinitely, which can cause confusion for applicants as well as record keeping difficulties.

Applicants should be informed that the search has been closed via the online applicant tracking system (Hirezon). If the same position re-opens in the future, prior applicants must re-apply online if they would like to be considered again for the position.

Removal of Position Announcement

Once the position has been filled or the search closes without a hire, any external advertisements still posted must be removed. The Faculty Recruitment Plan form can be a tool to help the Search Committee Chair identify which advertisement sources need to be removed. The EO Office is responsible for removing the advertisement from the UTEP Executive/Faculty Employment Opportunities webpage, once the signed offer letter is received.

Records Retention

It is critical that any search related documents be uploaded into the online applicant tracking system (Hirezon), since the system serves as a confidential location where the documents will be retained in conjunction with state and federal records retention guidelines for a period of three (3) years.

STEP 15: EVALUATING THE SEARCH

Evaluating the search presents an opportunity for the Search Committee to provide valuable

suggestions and/or recommendations for future faculty searches.

If a woman and/or minority candidate is hired, consider the factors that may have enabled the candidate to apply/accept the position and keep a record of best practices and successful search techniques for future reference. If the applicant pool was not as large, as qualified, or as diverse as desired, consider the following:

- Could the position announcement have been developed in a way that would have attracted a broader pool of candidates?
- Could the department have recruited more actively?
- What can the department do to make itself more attractive to women and minority candidates?
- Was there criteria for this position that were consistently not met by women or minority candidates?
- If women and/or minority candidates decline offers, what reasons are given?

The EO Office and the Office of the Provost will distribute a survey at the end of the faculty search process once the position is officially closed. Be sure to share details of the search analysis and insights with departmental decision-makers so that it is considered and taken into account when initiating a future search.

FORMS & RESOURCES

SEARCH INITIATION

<u>SEARCH PROCESS CHECKLIST</u>	<u>PG.31</u>
<u>FACULTY EMPLOYMENT REQUISITION FORM</u>	<u>PG.32-33</u>
<u>FACULTY RECRUITMENT PLAN FORM</u>	<u>PG. 34-37</u>
<u>UTEP & EL PASO DESCRIPTIONS (FOR AD)</u>	<u>PG.38-39</u>
<u>SAMPLE POSITION ANNOUNCEMENT</u>	<u>PG.40</u>
<u>MINORITY DOCTORATE GRANTING INSTITUTIONS</u>	<u>PG.41</u>

EVALUATING APPLICANTS

<u>APPLICANT EVALUATION COVER SHEET</u>	<u>PG.42</u>
<u>QUALIFICATION MATRIX</u>	<u>PG.43</u>

TELEPHONE/VIRTUAL INTERVIEW STAGE

<u>INTERVIEW QUESTION GUIDELINES</u>	<u>PG.44-45</u>
<u>TELEPHONE/VIRTUAL INTERVIEW EVALUATION FORM</u>	<u>PG.46-47</u>

CAMPUS INTERVIEW STAGE

<u>SAMPLE CAMPUS VISIT ITINERARY</u>	<u>PG.48</u>
<u>COLLOQUIUM HARDCOPY EVALUATION FORM</u>	<u>PG.49</u>
<u>COLLOQUIUM ELECTRONIC EVALUATION FORM</u>	<u>PG.50</u>
<u>CANDIDATE REFERENCE CHECK FORM</u>	<u>PG.51</u>

CLOSING THE SEARCH

<u>DOCUMENT RETENTION CHECKLIST</u>	<u>PG.52</u>
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RESOURCES

<u>FACULTY SEARCH RELATED QUESTIONS (FAQ'S)</u>	<u>PG.53-54</u>
<u>SAMPLE MAIL TEMPLATES</u>	<u>CONTACT THE EO OFFICE</u>

For diversity related sources, please visit our EOAA website at www.utep.edu/eoaa. For copies of electronic forms, the EO Office may be contacted via email at eoaa@utep.edu.



SEARCH PROCESS CHECKLIST

(Electronic form can be found on the EOAA website: www.utep.edu/eoaa)

The listing below will guide the Search Committee throughout the faculty recruitment process. We would like to remind you that consistency is key. There are several stages in which review and approval by the **Dean**, the **Office of the Provost**, and the **Equal Opportunity (EO) Office** is required before the Search Committee can proceed to the next step.

As you go through the steps outlined below, check off each item you have completed.

SEARCH INITIATION

- Obtain necessary approvals to recruit for the faculty position(s).
- Attend the faculty search Kick-Off meeting attended by the Dean, Office of the Provost Representative, and the EO Office.
- Complete and forward the Requisition form, the position announcement (short/long text), and the Recruitment Plan form to the Dean for approval.
- Upon Dean approval, forward to the EO Office. The EO Office will review with the Office of the Provost for final approvals. The EO Office will then post the ad on the UTEP Executive/Faculty Employment Opportunities webpage.
- Work with the HR Office to coordinate external advertising (optional).
- Conduct diversity outreach efforts (minimum of five (5) contacts per Search Committee member).
- Document all outreach efforts on the Recruitment Plan form to include targeted diversity recruitment.

EVALUATING CANDIDATES

- Ensure that all members of the Search Committee are logged onto the applicant tracking system.
- Review required vs. preferred qualifications with the Search Committee.
- Complete the Qualification Matrix form to assist in the evaluation of applicants.
- Request approval for pool certification to initiate review and provide the Recruitment Plan form to the EO Office.
- Send regret letters, enter disposition codes, and upload evaluation materials in the applicant tracking system.

PHONE/VIRTUAL INTERVIEW STAGE

- Request approval for short-list and/or interviews prior to contacting candidates.
- Review the Interview Question Guidelines, create interview questions, schedule interviews, upload phone/virtual interview materials, send interview dates to the EO Office, and enter disposition codes in the applicant tracking system.

CAMPUS INTERVIEW STAGE

- Request approval for campus visits prior to extending an invitation to the candidate(s).
- Forward campus visit itineraries to the EO Office for review, enter disposition codes, and upload campus interview materials in the applicant tracking system.

CLOSING SEARCH

- Notify the EO Office of Search Committee's recommendation for hire upon sending to the Department Chair and/or Dean.
- Send regret letters to remaining candidates.
- Remove all position(s) advertisements from external sources upon acceptance of position.
- Verify that all applicants who have applied have a disposition code and/or hire reason in the applicant tracking system.
- Verify that all search related documents are uploaded to comply with state records retention guidelines (3 years).
- Complete the end of the faculty search survey provided by the Office of the Provost and EO Office.



FACULTY EMPLOYMENT REQUISITION FORM

(Electronic form can be found on the EOAA website: www.utep.edu/eoaa)

Position Information	
Anticipated Appointment Date:	Fall 2023
Position Title:	
Replacement:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Faculty member being replaced:
Department / Program Name:	College:
Dean:	Ext:
Department Chair:	Ext:
Search Committee Chair:	Ext:

Required Application Documents	
(Should be consistent with position announcement)	
<input type="checkbox"/> Letter of Interest <input type="checkbox"/> Curriculum Vitae <input type="checkbox"/> Contact information for at least 3 Current References <input type="checkbox"/> Transcript	
Other:	

Search Committee Information			
Name	Department	Position Title	E-mail Address

EO Office Use Only	
EO Tracking Number:	
Hirezon Job ID:	
Date Position Posted:	
Date Position Removed:	



GENERAL INSTRUCTIONS

FACULTY EMPLOYMENT REQUISITION FORM

(Electronic form found on the EOAA website: www.utep.edu/eoaa)

POSITION INFORMATION

- **Anticipated Appointment Date:** Anticipated start date for faculty hire (fall or spring).
- **Position Title:** All faculty position titles are listed in the HOOP, Section 3: Academic Affairs, Chapter 4, Subsection 4.12 Academic Titles. If not listed, please contact Tami Keating, Director of Academic Personnel at tkeating@utep.edu for this information.
- **Replacement:** Please indicate yes or no if the position is a replacement. If so, provide the name of the faculty member to be replaced.
- **Department/Program Name:** Name of hiring department or program for which the position will be reporting to.
- **Dean & Ext:** Respective Dean of college and his/her phone extension.
- **Department Chair & Ext:** Name of Department Chair of the hiring department and his/her phone extension.
- **Search Committee Chair & Ext:** Name of person chairing the Search Committee and their direct phone extension. Please consider a committee with diverse backgrounds, ethnicity, perspectives, and research interests.

REQUIRED APPLICATION DOCUMENTS

- Information in this section must be consistent with the information submitted in the position announcement.
- Please indicate the documents the applicant will be required to submit as part of their online application.

SEARCH COMMITTEE INFORMATION

- List the names, department, position title and email address of the individuals appointed to be part of the Search Committee.
- By providing this information, the EO Office will grant access to the online applicant tracking system (Hirezon) for the specific faculty search.



FACULTY RECRUITMENT PLAN FORM

(Electronic form can be found on the EOAA website: www.utep.edu/eoaa)

Position Information

Recruitment Year: _____ Target Hire Date: _____

College: _____ Dept./Program Name: _____

Position Title: _____

Search Committee Chair: _____

All Faculty Recruitment Plans should include diversity outreach initiatives.

Diversity outreach refers to sources that target protected minority candidates. A list of diversity resources can be found at www.utep.edu/eoaa.

Active Recruitment Activities

Please enter the name(s) of each Search Committee member below along with a minimum of five (5) active recruitment activities each member will commit to throughout the faculty search process.

Name of Search Committee Member:	
Recruitment Activities:	

Name of Search Committee Member:	
Recruitment Activities:	

Name of Search Committee Member:	
Recruitment Activities:	

Name of Search Committee Member:	
Recruitment Activities:	



FACULTY RECRUITMENT PLAN FORM
Continuation

Source Name	Outreach Type	Diversity Outreach	Posting Period	Ad Format	Cost
Office of the Provost/Equal Opportunity Office Outreach					
HigherEdJobs	Job Board	No	Until filled	Web	\$0
Equal Opportunity Office Diversity Outreach					
UTEP Web Page	Employment Website	No	Until filled	Web	\$0
American Association of Hispanics in Higher Education (AAHHE)	Job Board	Yes (Hispanics)	Until filled	Web	\$0
Hispanics in Higher Ed	Job Board	Yes (Hispanics)	60 days	Web	\$0
Hispanic Diversity	Job Board	Yes (Hispanic)	90 days	Web	\$0
Southern Regional Ed Board (SREB)	Job Board	Yes (Women)	Until filled	Contact	\$0
Women and Higher Ed	Job Board	Yes (Women)	60 days	Web	\$0
Black Careers Women's Network	Job Board	Yes (Women & Black or African American)	45 days	Web	\$0
Blacks in Higher Education	Job Board	Yes (Black or African American)	60 days	Web	\$0
American Indian Graduate Center	Job Board	Yes (American Indian)	Until filled	Web	\$0
LGBT Connect	Job Board	Yes (LGBT)	90 days	Web	\$0
Out & Equal	Job Board	Yes (LGBT)	90 days	Web	\$0
Diversity in Higher Ed	Job Board	Yes (All)	90 days	Web	\$0
All Diversity	Job Board	Yes (All)	90 days	Web	\$0
Workplace Diversity	Job Board	Yes (All)	90 days	Web	\$0
Veterans Connect	Job Board	Yes (Veterans)	90 days	Web	\$0
Disability Connect	Job Board	Yes (Indv. w/disabilities)	90 days	Web	\$0
Office of Human Resources Outreach					
Marine Executive Association	Job Board	Yes	60 days	Web	\$0
Texas Workforce Commission	Job Board	Yes	Until filled	Web	\$0

EO Office Use Only	
EO ID:	Hirezon ID:



GENERAL INSTRUCTIONS **FACULTY RECRUITMENT PLAN FORM**

(Electronic form can be found on the EOAA website: www.utep.edu/eoaa)

GENERAL INFORMATION

- **Recruitment Year (RY):** Year in which the recruitment process will take place.
- **Target Hire Date:** Expected hire deadline set by the Provost (April 1st)
- **College:** Name of hiring college.
- **Department/Program Name:** Name of hiring department or program for which the faculty position will be reporting.
- **Search Committee Chair:** Name of person chairing the Search Committee.

Note: All Faculty Recruitment Plans should include diversity outreach initiatives.

ACTIVE RECRUITMENT ACTIVITIES

- Describe all active recruitment activities/per Search Committee member.

EXTERNAL ADVERTISEMENTS

- **Source Name:** Indicate the name of the source where the position announcements will be advertised.
- **Outreach Type:** Select the category of outreach that the source or effort is considered; the following options are available: Employment website, listserv, direct mailing, conference, nomination request, database, job board, meetings, networking, newsletter, personal contact, professional organization and seminar.
- **Diversity Outreach (yes/no):** Specify yes or no if the source where the position is advertised is considered a source that reaches out to protected minority population.
- **Posting Date:** Define the time that the position will be posted at the external source (e.g.: 60 days, 4 weeks, until filled).
- **Ad Format:** Indicate the format of the source on how the external advertisement will be disseminated; the options available are the following: contact, email, print or web.
- **HR Assistance (yes/no):** Specify yes or no if for those advertisements that will be posted with the assistance of the Office of Human Resources.

OFFICE OF THE PROVOST/EQUAL OPPORTUNITY OFFICE OUTREACH

- The advertisement under this section will be posted for the specified posting period at no cost to the department or college.

EQUAL OPPORTUNITY (EO) OFFICE DIVERSITY OUTREACH

- All faculty positions are advertised by EO on the University's Faculty Employment Opportunities webpage. (www.utep.edu/employment) at no cost.
- The advertisement under this section will be posted for the specified posting period at no cost to the department or college with the purpose to increase diversity of the applicant pool.
- The EO office will advertise in diversity sources related to the faculty search and document it in the faculty recruitment plan.

THE OFFICE OF HUMAN RESOURCES OUTREACH

- All faculty positions will be advertised by the Office of Human Resources at the sources listed under this section.
- The advertisement under this section will be posted for the specified posting period at no cost to the department or college.

UTEP AND EL PASO DESCRIPTIONS

TEXT FOR POSITION ANNOUNCEMENTS

(PROVIDED BY MARKETING AND COMMUNICATIONS)

About UTEP--Short Version

The University of Texas at El Paso is America's leading Hispanic-serving university. Located at the westernmost tip of Texas, where three states and two countries converge along the Rio Grande, UTEP is a public research university that transforms lives. Eighty-four percent of our students are Hispanic, and more than half of undergraduates are the first in their families to go to college. At UTEP, our 24,000 students have access to 170 bachelor's, master's and doctoral degree programs at the only top tier research university in America. Located in the second-most educated city in Texas, UTEP is recognized as one of the best research universities in the country for connecting students with the community around them.

About UTEP--Long Version

The University of Texas at El Paso is America's leading Hispanic-serving university. Located at the westernmost tip of Texas, where three states and two countries converge along the Rio Grande, UTEP is a public research university that transforms lives. Eighty-four percent of our students are Hispanic, and more than half of undergraduates are the first in their families to go to college. At UTEP, our 24,000 students have access to 170 bachelor's, master's and doctoral degree programs in nine colleges and schools.

Located in the second-most educated city in Texas, UTEP is recognized as one of the best research universities in the country for connecting students with the community around them. UTEP is one of only four institutions in Texas to hold both the top research and community engagement distinctions from the Carnegie Classification of Institutions of Higher Education.

UTEP advances discovery of public value and positively impacts the health, culture, education and economy of the community it serves. With more than \$109 million in total annual research expenditures, the University is ranked among the top tier of colleges and universities in research and sixth in Texas for federal research expenditures at public universities.

The University employs more than 5,000 faculty, staff and students. It has one of the lowest out-of-pocket costs of any research university in the U.S., underscoring its commitment to offer an exceptional education at a great value.

About UTEP and El Paso--Short Version

Set against the backdrop of the Franklin Mountains in the Chihuahuan Desert, The University of Texas at El Paso is located along the U.S.-Mexico border in one of the world's largest binational communities.

UTEP's award-winning, sustainably designed campus landscape and unique Bhutanese architecture create an energizing and tranquil oasis in the bustling El Paso-Juárez metroplex of more than 2 million residents. El Paso is a highly livable, bicultural community of more than 800,000 people that offers affordable homes and attractive neighborhoods. It has been repeatedly named among the safest large U.S. cities and is one of the largest bilingual, binational, multicultural communities in the Western Hemisphere.

El Paso experiences almost 300 days of sunshine annually, and residents enjoy outdoor activities year-round. The City of El Paso is adjacent to the state of New Mexico and the country of Mexico, making it an ideal venue for academic programs and research studies on topics of national interest, such as bilingual education/language acquisition, border environment and immigration, environmental sustainability and infrastructure, health disparities, and international trade and commerce.

About UTEP and El Paso--Long Version

The University of Texas at El Paso is a Carnegie R1 and Community Engaged research university at the heart of the U.S.-Mexico border region that is increasing access to excellent higher education. UTEP enrolls 24,000 students, and more than half of undergraduates are the first generation in their families to attend college.

The city's border location makes it an ideal venue for academic programs and research studies on topics of national interest such as bilingual education/language acquisition, border environment and immigration, environmental sustainability and infrastructure, health disparities, and international trade and commerce.

The Paso del Norte region's center for intellectual capital, UTEP is one of the major economic engines in the region, adding more than \$1.4 billion to the local economy annually.

El Paso's active arts and culture community features the state's longest-running symphony orchestra, a nationally recognized chamber music festival, art galleries, museums, and a full schedule of seasonal events and festivals. UTEP adds to the arts and entertainment scene with an award-winning dinner theater, music and dance productions, contemporary and student art galleries, and a natural history museum.

For sports fans, the UTEP Miners offer exciting Division I college athletics at several campus venues including Sun Bowl Stadium, the Don Haskins Center, Kidd Field, University Field and the Helen of Troy Softball Complex. Southwest University Park, located a mile away in lively downtown El Paso, is home to the El Paso Chihuahuas, the Triple-A affiliate of the San Diego Padres, and the El Paso Locomotive, a professional soccer team founded in 2019.

SAMPLE POSITION ANNOUNCEMENT

ONLINE APPLICANT TRACKING SYSTEM

Accounting and Information Systems- Chair

About The University of Texas at El Paso: ***REQUIRED**

The University of Texas at El Paso is a comprehensive public research university that is increasing access to excellent higher education. UTEP enrolls more than 25,000 students in 167 bachelor's, master's and doctoral programs in 10 colleges and schools. It is one of the largest and most successful Hispanic-serving institutions in the country, with a student body that is over 80% Hispanic. UTEP advances discovery of public value and positively impacts the health, culture, education and economy of the community it serves. With more than \$100 million in total annual research expenditures, the University is ranked among the top 5% of colleges and universities in research and fifth in Texas for federal research expenditures at public universities after University of Texas at Austin, Texas A&M, the University of Houston and the University of Texas at Dallas. It is also national recognized as a community-engaged university.

Job Description: ***REQUIRED**

The Department of Accounting and Information Systems at The University of Texas at El Paso (UTEP) invites applications for the position of Chair of the Department of Accounting and Information Systems. The Department's 18 full-time faculty offer programs at the undergraduate and graduate level along with participation in the Ph.D. in Business Administration through an accounting concentration. Both the undergraduate and graduate accounting programs were recently reaffirmed by AACSB and are supported by an active advisory council. Responsibilities include leading the reaffirmation of AACSB accreditation efforts in accounting, managing personnel and processes, overseeing budget and equipment/facilities, making teaching and committee assignments, managing course scheduling, engaging actively with the department's advisory council, and planning, evaluating, and developing programs. In addition, the Department Chair will foster an environment of shared governance, work collaboratively with the Dean in fostering engagement with external stakeholders, and serve on the College's Executive Committee.

Requirements: ***REQUIRED**

Candidates should have a Ph.D. in Accounting with a record of excellence in teaching and research, and currently hold the rank of associate or full professor with tenure. Preference will be given to applicants with prior administrative experience. Candidates need to address the alignment of their administrative experience with the responsibilities of the chair as outlined above in their cover letter. Candidates must also have excellent interpersonal and communication skills along with experience engaging with the business community. Depending on the record of accomplishments, candidates may be qualified for an endowed professorship.

Additional Information: ***REQUIRED**

In keeping with its Access and Excellence mission, The University of Texas at El Paso is committed to an open, diverse, and inclusive learning and working environment that honors the talents, respects the differences, and nurtures the growth and development of all.

The University of Texas at El Paso is an Equal Opportunity/Affirmative Action employer. The University does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, genetic information, veteran status, sexual orientation, or gender identity in employment or the provision of services in accordance with state and federal law. Discrimination on the basis of sex includes an employee's or prospective employee's right to be free from sexual harassment under Title IX of the Higher Education Amendments of 1972.

For accommodation information for employees and applicants with disabilities, please contact UTEP's Equal Opportunity Office at eoaa@utep.edu.

Application Instructions: ***REQUIRED**

Review of applications will begin immediately and continue until the position is filled. Applicants must submit a cover letter, curriculum vitae, and complete contact information for at least three references. Graduate transcripts will be requested later in the search process. Applicants are encouraged to apply as soon as possible and no later than October 1, 2021.

[Apply Now](#)

Category: Business Administration

Department: Accounting and Information Systems

Locations: El Paso, TX


Posted: Apr 1, 2021

Closes: Open Until Filled

Type: Full-time

Ref. No.: 20-07

Position ID: 129609



[Apply Now](#)

MINORITY DOCTORATE GRANTING INSTITUTIONS

Institutions that confer the most doctoral degrees across all disciplines to minority students as per race/ethnicity

Hispanic:

Nova Southeastern University
University of Southern California
University of Puerto Rico- Rico Piedras
University of California- Berkeley
The University of Texas at Austin
Texas A & M University- College Station
Texas A&M International University
Florida International University
St. Mary's University
Grand Canyon University
University of New Mexico- Main Campus
The University of Texas at San Antonio
The University of Texas Rio Grande Valley

Black or African American:

Walden University
Capella University
Texas Southern University
Northcentral University
University of South Alabama
Jackson State University
Rutgers University-New Brunswick
Trevecca Nazarene University
Morgan State University
Howard University
Georgia State University

Native American:

University Of Arizona
Arizona State University- Tempe
Oklahoma State University- Main Campus
University of Oklahoma- Norman Campus
The University of Montana
University at Buffalo
University of Illinois at Urbana Champaign
Washington State University
University of North Dakota
University of South Dakota
University of Oregon

Asian:

Stanford University
Harvard University
University of Washington- Seattle Campus
University Of California- Irvine
Johns Hopkins University
University of Michigan- Ann Arbor
University of Pennsylvania
Columbia University in the City of New York
University of California- San Diego
University of Minnesota- Twin Cities
University of California- Davis

Two or more Races:

University of North Texas
Alliant International University-San Diego
University of Wisconsin-Madison
University of Hawaii at Manoa
Duke University

Yale University
Cornell University
University of California- Santa Cruz
North Carolina State University at Raleigh
New York University

➤ **Hispanic Outlook in Higher Education**

<https://www.hispanicoutlook.com/magazine-top-100>

The Hispanic Outlook in Higher Education Magazine publishes a list of the Top 100 schools for Hispanic students.

➤ **Hispanic Association of Colleges & Universities**

<https://www.hacu.net/hacu/HSIs.asp>

HACU represents more than 470 colleges and universities committed to Hispanic higher education success in the U.S., Puerto Rico, Latin America, and Spain.

➤ **Historically Black Colleges & Universities**

<https://hbcuconnect.com/colleges/index.cgi>

Social network that targets African Americans. This site provides a list of Historically Black Colleges & Universities.

➤ **Diverse Issues in Higher Education**

<https://top100.diverseeducation.com/>

Diverse Issues in Higher Education produces the Top 100 Degree Producers rankings of the institutions that confer the most degrees to minority students. (Capability to filter by discipline and degree)



APPLICANT EVALUATION COVER SHEET
SAMPLE DOCUMENT

(Contact the EO Office (eoaa@utep.edu) for Electronic form)

Applicant Name: _____ **Position:** _____ **Application Date:** _____

Application Materials Received	Required Qualifications (from position announcement)	Preferred Qualifications (from position announcement)
<input type="checkbox"/> Letter of interest	<input type="checkbox"/> PhD Degree	<input type="checkbox"/> 2 years experience in teaching
<input type="checkbox"/> Curriculum Vitae	<i>Field:</i> _____	<input type="checkbox"/> Post- doc experience
<input type="checkbox"/> Contact information for at least 3 current References	<i>School:</i> _____	
<input type="checkbox"/> Transcripts	<i>Date:</i> _____	
<input type="checkbox"/> Other	<input type="checkbox"/> Research Area	
	<input type="checkbox"/> Experience with graduate teaching	

Notes:

Evaluator Name: _____ **Date:** _____

Notes:

Evaluator Name: _____ **Date:** _____

- Action**
- _____ Certification of Applicant Pool
 - _____ Short List
 - _____ Phone/Virtual Interview
 - _____ Campus Interview
 - _____ Recommend for Hire

- Department Checklist**
- _____ Interview Itinerary
 - _____ UTEP/El Paso Recruitment Information
 - _____ References Checked
 - _____ Regret Letter sent
 - _____ Reason(s) for non-selection entered
 - _____ Uploaded search related document(s) to ATS (Hirezon)



QUALIFICATION MATRIX

SAMPLE DOCUMENT

(Contact the EO Office (eoaa@utep.edu) for the electronic form)

Instructions: This qualifications matrix is designed to help you determine which applicants meet minimum qualifications and, of those applicants, which should be considered further using a numeric rating scale. This form also serves to ensure several aspects of academic merit are considered, which forces evaluators to look beyond one measure (i.e. publishing records). Any applicants who score "0" in any "required" field MUST be removed from further consideration. For this form to serve as an accurate tool, ensure that each evaluator uses the same criteria (i.e. the position announcement indicates a preferred qualification of 2 years teaching experience. Evaluator criteria: less than 2 years teaching experience = score "0", 2-3 years teaching experience = score "1", 3-4 years teaching experience = score "2", and 4+ years teaching experience = score "3"). Consistency is the key to ensuring this qualifications matrix tool is accurate. **All required qualifications MUST be met for an applicant to be considered** (i.e. if the position requires a PhD degree in Civil Engineering, the applicant either meets or does not meet this qualification). Ideally, applicants who score the most points should be interviewed/given first consideration.

0 = Does Not Meet Qualifications 1 = Meets Qualifications 2 = Exceeds Qualifications 3 = Outstanding Qualifications

Candidate Name	Complete Application		Education		Teaching Experience		Research		Publications		Professional Certification or License		Points		
	Yes	No	Required	Preferred	Required	Preferred	Required	Preferred	Required	Preferred	Required	Preferred	Required	Preferred	Total
1															
2															
3															
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															



INTERVIEW QUESTION GUIDELINES

(Contact the EO Office (eoaa@utep.edu) for electronic form)

Remember: permitted questions may be asked only if asked of all candidates

Category	Permitted	Prohibited
Race/Color	None	Any inquiry which would indicate race or color
Sex	None	Any inquiry made of members of one sex, but not the other. Any inquiry concerning candidate's height or weight
Gender/Sexual Orientation	None	Any inquiry which would indicate gender or sexual orientation
National Origin/Citizenship	What languages do you speak fluently? Do you currently have authorization to work in the US? Do you require employer sponsorship?	Any inquiry into name, citizenship, visa status, place of birth, place of birth of relatives, language used at home, address or duration of residence, national origin or ancestry
Religion	None	Any inquiry which would indicate or identify religious denomination or beliefs
Marital/Family Status	Have you ever worked under a different name?	Any inquiry or discussion about marital status, children, pregnancy, child care arrangements, family plans, maiden name
Military Service	Type of education and experience as it relates to the job	Any inquiry into type of discharge or request of military service records
Age	None	Any inquiry which may reveal applicant's age, requiring birth certificate or proof of age
Disability	Can you perform all of the essential job functions with or without a reasonable accommodation? Contact EO Office for more information on handling accommodations	Any inquiry into current or past disability or illness, need for accommodations (unless requested by candidate), Worker's Compensation claims or past on-the-job injuries
Photograph	None	A photograph should not be requested or obtained of any candidate
Convictions/Arrests	Inquiries into convictions of felonies related to qualifications of the job	Any inquiry relating to arrests, contact HRS for information on criminal background checks.
Genetic Information	None	Any inquiry which would indicate genetic information

Examples of Questions You May Ask

Questions Related to Research, Articles/Publications and Funding:

- Describe your current research and what opportunities you see for collaboration with current department faculty.
- How do you plan to support your research?
- Describe your research. What are you currently working on? What is your five-year plan?
- How do you plan to involve undergraduate students in your research?
- To what journals do you plan to submit your research?
- What are your plans for publishing?
- Describe your success securing external funding.



INTERVIEW QUESTION GUIDELINES

Continuation

Questions Related to Teaching and Mentoring:

- Describe your teaching philosophy.
- What do you think are key components of successfully mentoring students?
- What innovative instructional methods do you employ in the classroom?
- Describe your experience with curriculum. Have you had the opportunity to develop new courses?
- Describe how you would teach an introductory survey course in your discipline (or an advanced seminar)?
- What courses would you like to teach?
- What course, not currently in our catalog, would you like to develop?
- What classes have you taught previously?
- How do you determine which textbooks to choose for a particular class?
- Describe how you typically structure your courses.
- How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
- What courses have you created or proposed in the past five years?
- What do you think are the most important attributes of a good instructor?
- How do you define effective teaching?
- What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
- How do you feel your teaching style can serve our students?
- How do you adjust your style to the less motivated or under-prepared student?

Questions Related to Service:

- What departmental and college committees have you served on?
- What student associations have you advised?

Questions Related to Past Jobs, Ability, Motivation and Self-Evaluation:

- Tell me about a time when you had to deal with a difficult person. How did you handle the situation?
- Tell me about a difficult situation when it was necessary for you to keep a positive attitude. How did you handle it?
- Give me a specific example of something you did that helped inspire enthusiasm in others.
- Give an example of a time when you had to work with someone who was difficult to get along with. Why was this person difficult? How did you handle the situation?
- Describe a situation where you found yourself dealing with someone who did not like you. How did you handle it?
- In what professional development activities have you been involved over the past few years?
- What academic changes do you see on the horizon in your discipline?
- How would your background and experience strengthen this academic department?
- Why do you want to work here?
- What is the most important accomplishment, achievement or innovation you brought to your present (past) job?
- What has been your greatest work-related disappointment? How did you handle it?
- Has your work ever been criticized? If so, in what way? How did you improve?
- What experience, accomplishments, etc. do you hope to gain from working at UTEP?
- What outstanding qualities can you bring to this job?



TELEPHONE/VIRTUAL INTERVIEW EVALUATION FORM

SAMPLE DOCUMENT

(Contact the EO Office (eoaa@utep.edu) for electronic form)

Interview Details

Candidate's Name: _____ Date: _____ Time: _____

Completed by: _____

1. Introduction

- a. Introduce yourself and everyone on the telephone/virtual interview call.
 - o "Thank you for making yourself available for this telephone/virtual interview"
 - o Have quick round table introductions
- b. Explain the logistics of the telephone/virtual call to the candidate.
 - o "An hour has been allotted for this interview and questions have been prepared for you that will be asked by the Search Committee. You will have time (*indicate time frame*) at the end to ask questions of us."
- c. Give a brief summary/overview of UTEP/Department/El Paso.
- d. Describe what the search committee is looking for in a candidate (skills, qualifications) and responsibilities of the position (refer to the position announcement and any other objective selection criteria that have been established by the search committee).

2. Sample Interview Questions (Questions may be customized to meet needs of search)

Please rate each answer on a scale of 0-5

0= Response is inadequate 1-3= Response is satisfactory 4-5= Response is articulate & comprehensive

Rating:

Describe the contributions you can make to the Department/University.

_____	_____
_____	_____
_____	_____

What are your specific teaching interests and are you willing to teach three (3) courses per semester?

_____	_____
_____	_____
_____	_____

As mentioned previously, UTEP has a predominantly Hispanic (Mexican-American) undergraduate student body, and a significant number of international students. Describe your previous experience with and your interest in mentoring students at both the undergraduate and graduate levels.

_____	_____
_____	_____
_____	_____

Please describe your research focus and interests.

_____	_____
_____	_____
_____	_____

What are your ideas to involve undergraduate students in your research?

_____	_____
_____	_____
_____	_____



TELEPHONE/VIRTUAL INTERVIEW EVALUATION FORM

Continuation

Do you see an opportunity for collaboration with others in the department with regard to your research? If so, how?

How do you plan to obtain funding for your research?

How will this position and UTEP help you reach your career goals?

Do you have any questions about the position, department or UTEP?

Total Points: _____

3. Closing

- a. "Thank you again for your time. We have enjoyed speaking with you. We will be completing our telephone/virtual interviews shortly and will notify you if you've been selected for a campus interview."

4. Comments (i.e. candidate's strengths, limitations, etc...)

5. Recommendation

Recommend candidate for campus interview? Yes _____ No _____

Committee Member/Evaluator's Signature: _____ Date: _____



CAMPUS INTERVIEW ITINERARY

SAMPLE DOCUMENT

(Contact the EO Office (eoaa@utep.edu) for electronic form)

Candidate Name: _____ Arrival to El Paso/Pick up: _____
 Escort Assigned: _____ Arrival to Hotel/Check in: _____
 Dinner Location: _____ Time of Dinner: _____

Day One		
<u>Activity</u>	<u>Name of Escort Assigned</u>	<u>Appointment Time</u>
Breakfast		Please ensure the appointed time for each candidate stays within the allotted period to maintain a consistent process.
Meeting with Search Committee		
Preparation for Colloquium		
Colloquium Presentation		
Lunch		
Campus Tour		
Meeting with Students		
Meeting with Department/Faculty		
Meeting with Dean		
Transport to Hotel		
Dinner		

Day Two		
<u>Activity</u>	<u>Name of Escort Assigned</u>	<u>Appointment Time</u>
Meeting with HR (Benefits)		Please ensure the appointed time for each candidate stays within the allotted period to maintain a consistent process.
Tour of El Paso		
Lunch		

Departure to Airport: _____ Departure to El Paso: _____
 Escort Assigned: _____

Reminders
Do not have TBD's on the final itinerary provided to the candidate
Send itinerary to the EO Office prior to sending to candidate for review
The sequence of the campus visit will be determined by the Search Committee
Candidates being considered for an advanced rank or tenured must be scheduled to meet with the Provost



COLLOQUIUM EVALUATION FORM
SAMPLE HARDCOPY

(Contact the EO Office (eoaa@utep.edu) for electronic form)

Thank you for your participation in the campus interview process for the candidate(s) under consideration for the position of [title of position].

Please use this form to share your reactions to the candidate. Your responses will be kept confidential and made available only to the search committee.

Candidate's Name: _____ Evaluator's Name: _____

Context or setting you observed/interacted with candidate: _____

On a scale of 1 to 5, with 1 being Strongly Disagree (least favorable) and 5 being Strongly Agree (most favorable), please indicate your response to each statement.

<u>The candidate:</u>	<u>Strongly Disagree</u>					<u>Strongly Agree</u>				
Articulated clear goals and strategies for the position	1	2	3	4	5					
Demonstrated initiative and leadership skills	1	2	3	4	5					
Presented in a positive and professional manner	1	2	3	4	5					
Communicated effectively with the audience	1	2	3	4	5					
Seemed to understand UTEP	1	2	3	4	5					
Demonstrated the necessary education, experience, qualifications and knowledge to perform the job successfully	1	2	3	4	5					
Effectively answered the questions asked by the audience	1	2	3	4	5					

Comments:

1. What did you like best about this candidate?
2. Do you have any concerns about this candidate? If so, please describe.
3. Overall candidate rating: (Circle one)

Outstanding

Very Good

Satisfactory

Unsatisfactory

Please return your evaluation to [name of contact]
[Location of contact]
[Email of contact]

COLLOQUIUM EVALUATION FORM
SAMPLE ELECTRONIC SURVEY - QUESTION PRO

(Contact the EO Office (eoaa@utep.edu) for electronic form)



THE UNIVERSITY OF TEXAS AT EL PASO

[Exit Survey](#)

Questions marked with a * are required

100%

Thank you for your participation in the campus interview process for the candidate(s) under consideration for the position of [title of position].

Please complete the candidate evaluation for, [name of candidate]. Your response will be kept confidential and made available only to the search committee.

Evaluator's Name (Optional):

• In what context or setting did you observe/interact with the candidate? Select all that apply.

- Colloquium
- Breakfast/Lunch/Dinner
- Meeting with faculty/students
- Other

Please answer the questions below to comment on the candidate's strengths, limitations and overall impression of the candidate.

• What are the candidate's strengths?

• What are the candidate's limitations?

• What is your overall impression of this candidate? Is this person a good choice for the [title of position]?

• On a scale from 3 to 1, with 3 being highly qualified, 2 being qualified, and 1 being less than qualified, please provide your overall rating for the candidate.

- 3 (Highly Qualified)
- 2 (Qualified)
- 1 (Less than Qualified)

Done



CANDIDATE REFERENCE CHECK FORM

SAMPLE

(Contact the EO Office (eoaa@utep.edu) for electronic form)

Reference Call Details

Candidate's Name: _____ Date: _____ Time: _____
Position Applied For: _____
Reference Name: _____ Relation to Candidate: _____
Completed by: _____

1. Introduction

- a. Introduce yourself and the purpose of your call.
- b. Tell the reference: we are considering **[candidate name]** for a position with UTEP. He/She has given your name as a reference and has given us permission to contact you to verify information received in the application and during the interview. We will keep any information you give us confidential—it will only be used to make a decision about this search.
- c. Give the reference a realistic picture of the environment in which the candidate will be entering (only offer relevant information).
- d. Ask questions relevant to the position only.
- e. Ask the same questions to all references checked (there may be some variation based on the relationship of the reference to the candidate).

2. Request for information (Questions may be customized to meet needs of search)

Have you had an opportunity to observe this person in the classroom? If so, how would you describe his/her effectiveness? What are his/her areas of strength and weakness?

Does this person participate in department, college and community activities? If yes, describe.

How would you describe this person's commitment to research?

What experience does this person have securing external funding?

Is there anything else you think I should know about **[candidate name]** that would assist the Search Committee in making a hiring decision?

3. Ending the Conversation

- a. Thank the reference for his/her assistance.
- b. Keep this form and other reference information in the search file.



DOCUMENT RETENTION CHECKLIST

(Electronic form can be found on the EOAA website: www.utep.edu/eoaa)

All faculty search related documents **must be** uploaded onto the application tracking system (Hirezon). The applicant tracking system will keep the documents retained in conjunction with state and federal records retention guidelines for a period of **3 years**. The below listing can be used as a guide of what search related documents must be retained.

As you go through the list, check off each item you have uploaded.

SEARCH INITIATION INFORMATION

- Employment Requisition form
- Updated Faculty Recruitment Plan form

ADVERTISING/NETWORKING EFFORTS

- Copies of ads placed for the position
- Documentation of networking (e.g. list of candidates who were contacted about applying for the position, conferences attended, list of colleges and universities the position announcement was sent to)

SELECTION CRITERIA

- Qualification Matrix
- Notes or materials utilized to screen/evaluate applicants

TELEPHONE/VIRTUAL INTERVIEW

- Interview questions
- Notes or materials utilized to evaluate candidates

CAMPUS INTERVIEW

- Interview itineraries
- Interview questions
- Notes from the interview
- Colloquium Evaluations

REFERENCE CHECKS

- Notes from conversation with references

RECOMMENDATION FOR HIRE

- Documentation related to candidate being recommended for hire (e.g. matrix, notes, and memos)

REGRET LETTERS

- Communication sent advising candidates of the status of their application and the search (if completed outside the applicant tracking system)



FREQUENTLY ASKED QUESTIONS

(Questions can be found on the EOAA website: www.utep.edu/eoaa)

Below are faculty search related questions that have been frequently asked during the faculty search process. For additional faculty search related questions, please contact the Equal Opportunity (EO) Office.

WHAT IS THE "OFFICIAL" POSITION ANNOUNCEMENT?

- The official position announcement is approved by the Dean, the Office of the Provost, and the EO Office. The full, complete and detailed description of the position is placed in the UTEP Employment website.

WHAT ARE THE REQUIRED ELEMENTS OF AN OFFICIAL POSITION ANNOUNCEMENT?

- The University of Texas at El Paso, Position, Title and Department; Description of UTEP and/or El Paso; Position Description; Required Qualifications; Application Instructions; Application Review Date and/or Deadline; UTEP's EEO Statement and Diversity Statement;
- Sample advertisement is on pg. 40 of the faculty search handbook.

WHO SHOULD SERVE ON A SEARCH COMMITTEE & HOW MANY SEARCH COMMITTEE MEMBERS CAN SERVE?

- The Search Committee should consist of faculty/individuals from various areas, departments or divisions, and levels within the University and/or the El Paso Community, which should include women and minorities. The make-up and amount of committee members is determined and/or appointed by the Dean and/or Department Chair.

HOW DOES THE EO OFFICE ASSIST WITH THE DIVERSITY OF FACULTY APPLICANT POOLS?

- The EO Office identifies diversity-related publications, professional organizations and other avenues (information provided during Kick-Off mtg.). The EO Office also posts in various diversity-related list-servs/websites, which are listed on the Recruitment Plan form.

WHO ASSISTS WITH EXTERNAL ADVERTISEMENTS?

- The Office of Human Resources assists with external advertisements by utilizing a third party vendor, Graystone. Contact the Office of Human Resources at 915-747-5202 for questions and/or assistance.

WHO IS CONSIDERED AN APPLICANT?

- An applicant is an individual who has expressed interest and who applies online during the period the position is opened (anyone who expresses interest after the search has been closed is not an applicant).

WHAT IF I RECEIVE APPLICATION MATERIALS VIA E-MAIL?

- Refer the individual to visit the www.utep.edu/employment website and apply online. Only applicants that apply online should be considered for the position.

WHAT IF SOMEONE SUBMITS APPLICATION MATERIALS FOR A POSITION THAT HAS NOT BEEN POSTED/ADVERTISED?

- Unsolicited resumes should not be considered or retained for consideration, as this can create an expectation that the person is being considered for a position that is not open. It is recommended to inform the individual of the University's application procedures and that open positions are posted on the UTEP employment website.

WHERE DO I ACCESS APPLICATION MATERIALS?

- Application materials will be stored in the online applicant tracking system (Hirezon) www.hirezon.com. You will receive instructions via e-mail from the EO Office once access has been provided to you.

IS MY LOGIN INFORMATION FOR THE APPLICANT TRACKING SYSTEM (HIREZON) THE SAME AS UTEP'S SINGLE SIGN ON?

- No, Hirezon is a third party vendor; therefore, the EO Office will give you instructions on how to create and access your online applicant tracking system (Hirezon) account.

DO WE NEED TO SEND AN ACKNOWLEDGMENT LETTER TO EVERY APPLICANT ONCE THEY HAVE APPLIED ONLINE?

- No, the online applicant tracking system (Hirezon) will automatically send the applicants an e-mail once they have submitted their online application and will be stored in Hirezon.

WHAT SHOULD I DO IF AN APPLICATION IS INCOMPLETE?

- Send the applicant an e-mail correspondence through the online applicant tracking system (Hirezon) providing him/her with a deadline to complete their application; however, if the applicant fails to meet the deadline, then you may disqualify him/her from consideration.



FREQUENTLY ASKED QUESTIONS

Continuation

MAY I CONSIDER APPLICANTS FROM LAST YEAR'S SEARCH IF THAT SEARCH WAS CLOSED WITHOUT A HIRE?

- Applicants who applied for a previous search that closed must re-apply online for the new position, if they are interested. Previous applications should not be carried over from one search to another search.

CAN A SEARCH COMMITTEE MEMBER PROVIDE A LETTER OF REFERENCE FOR AN APPLICANT?

- No, this is considered a conflict of interest. Contact the EO Office for guidance.

WHAT CAN WE DO IF WE COME ACROSS CONFLICTS OF INTEREST?

- Prior to the search committee evaluating applications, the Search Committee should discuss and disclose any potential conflicts of interest. Best practice; when in doubt, disclose upfront. If the Search Committee has questions or needs assistance/guidance, please contact the EO Office.

WHEN CAN WE MEET TO DISCUSS APPLICATION MATERIALS?

- The search committee can meet to screen applications upon receiving approval for pool certification from the Dean and the EO Office.

WHEN MAY I BEGIN CONTACTING APPLICANTS FOR AN INTERVIEW?

- Prior to contacting any candidates, the Search Committee must first receive approvals from the Dean, the Office of the Provost and the EO Office.

DO WE HAVE TO CONTINUE EVALUATING APPLICATIONS THAT HAVE COME IN DURING THE CAMPUS VISIT STAGE OF THE SEARCH PROCESS?

- All tenured/tenure-track faculty positions at UTEP are opened until filled; therefore, the search committee must evaluate all applications until the position has been filled.

CAN WE CONDUCT OFF-LIST REFERENCES?

- Off-list references can be checked, however, permission from the candidate must be obtained in order to proceed. If off-list references are being checked for one candidate, the Search Committee must ensure to follow a consistent process and obtain permission from all the candidates whom are receiving reference checks. If a candidate did not provide the Search Committee with permission to check an off-list reference, the Search Committee may not use this reason to disqualify the candidate from consideration.

WHO CAN EXTEND AN OFFER OF EMPLOYMENT FOR A FACULTY POSITION?

- The Dean and/or delegate are the ones authorized to extend an offer of employment and negotiate terms of the offer, unless the Dean has delegated this to the respective individual. Please consult with your Dean.

WHEN IS IT APPROPRIATE TO SEND REGRET LETTERS AND WHO NEEDS TO SEND THEM?

- Send regret letters as soon as possible, advising applicants of the status of their application and the search. Only send regret letters to those applicants who will not be considered further for the position. It is recommended that you wait to send regret letters to any candidates who may still be under consideration until you are certain that you will not need to go back to the applicant pool to select additional semi-finalists. Regret letters may be sent to applicants at various stages throughout the search process, for example:
 - After the initial applicant screening (to those candidates who don't meet the minimum required qualifications of the position);
 - Once the short-list has been determined;
 - Once the campus interview list has been determined;
 - Once the outcome of the search is certain (i.e. candidate accepts or search is closed without being filled).

WHERE CAN I FIND SAMPLE E-MAIL TEMPLATES?

- Sample e-mail templates are located in the applicant tracking system (Hirezon). Please contact the EO Office for further guidance.

WHAT DO I NEED TO COMPLETE ONCE THE POSITION HAS BEEN FILLED?

- The Search Committee Chair/delegate must ensure that all applicants have a reason for non-selection entered into the online applicant tracking system (Hirezon), regret letters have been sent and that all search related documents are uploaded to Hirezon.

DO I HAVE TO UPLOAD ALL SEARCH RELATED MATERIALS IN THE APPLICANT TRACKING SYSTEM (HIREZON)?

- All search related documents must be retained in conjunction with state and federal records retention guidelines for a period of 3 years. It is recommended to upload the documents into the online applicant tracking system (Hirezon), since it is a confidential location where the documents will be kept for the 3-year retention period. Refer to pg. 52 in your handbook for a listing of all the documents needed to be kept.



CONTACT INFORMATION



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When communicating with the EO Office, please remember to utilize the eoaa@utep.edu e-mail address.