



FACULTY SEARCH & SELECTION HANDBOOK RY 2018-2019



UNIVERSITY OF
TEXAS AT EL PASO

Equal Opportunity Office

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***“Faculty hiring is the single most important thing we do as a University.”
-Dr. Diana Natalicio, UTEP President***



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.

UTEP's EOAA POLICY STATEMENT

To: All Faculty, Staff and Students

From: Diana Natalicio

Subject: 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, genetic information, veteran status, disability, sexual orientation, or gender identity. The University will take affirmative steps to ensure that 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, applicants for admission, and other beneficiaries seeking access to University programs, facilities or services.

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 assure that qualified minorities, women, veterans, and individuals with a disability are represented in the applicant pool and are 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 assisting in an investigation of a complaint of discrimination. A copy of the complaint procedure is available at the Equal Opportunity Office, or electronically at: www.admin.utep.edu/eoaa.

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

Importance of Diversity



Diversity is a collective mixture of differences that includes but is not limited to, individual's characteristics, values, experiences, preferences, and behaviors. It is important to appreciate and support these differences, by doing so we create an environment where equity and mutual respect are intrinsic. Diversity will assist in innovation, success, and competitiveness. It also creates a positive effect on student development and prepares students to live and work in a diverse society.

DIVERSITY AND RECRUITMENT ACTIVITIES

Recruitment efforts should be inclusive of qualified women and minorities. Qualified individuals should be evaluated based on 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 candidates 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:

- **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 applicants has proven to be one of the most effective means of identifying qualified candidates, including women and minorities. It is important to seek out candidates who bring diverse life experiences with them. Discuss with the search committee and colleagues how best to identify promising applicants. Ensure that Search Committee members are aware of the department's needs and the specifics of the position and ask Search Committee members and others in the department to contribute leads in the following areas:

- Every committee member should commit to identifying **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 (i.e. Association for Women in Mathematics Newsletter);
- National publications;
- Social Media;
- Publications targeting minority audiences;
- Letters requesting nominations from Presidents, Provost/VPAs, and Deans of targeted universities and associations (i.e. 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.

Make sure to document in the *Faculty Recruitment Plan* all active recruiting and outreach efforts to include diversity initiatives undertaken throughout the search. 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 must be provided with an opportunity to complete their application. This can be done through the online applicant tracking system (Hirezon) using the “Incomplete Application” email template. The Search Committee 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 candidate 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 Applicant Letters.....Contact the EO Office

Equal Opportunity Office Efforts

The Equal Opportunity Office may lend assistance to academic departments by sending outreach letters and position announcements to universities that are known for graduating minority PhDs. Contact the EO Office to initiate this effort.

Listing of Minority Doctorate Granting Institutions.....pg. 39

Additionally, the EO Office posts every faculty position announcement in diversity-related web advertisements.

The Equal Opportunity Office researches diversity-related publications, professional organizations and other avenues by which qualified women, minorities, individuals with disabilities and protected veterans may be recruited. The Equal Opportunity Office has compiled a listing of diversity resources for recruiting, including professional organizations, publications and websites. These are located at www.utep.edu/eoaa and sample listings will be provided to the search committee during the briefing and/or update. The Equal Opportunity 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 minorities to their applicant pools. Contact the Equal Opportunity Office for more information.

Human Resources Office 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 Human Resources Office will target Individuals with Disabilities and Protected Veterans.

MESSAGE FROM THE EQUAL OPPORTUNITY OFFICE

The purpose of this handbook is to provide uniform procedures for the recruitment and hiring of tenure and tenure-track University faculty and is meant to serve as a guide for Deans, Department Chairs, Search Chairs and Search Committee Members throughout the selection process. The procedures and resources in this handbook may also be used as a resource for best practices when filling non-tenure, 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 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 applicants.

The EO Office will assess applicant pool demographics on the various stages of the recruitment process and utilize this information to discuss diversity efforts and outcomes with the respective Deans as we progress through the faculty recruitment process.

ROLES AND RESPONSIBILITIES

The Equal Opportunity Office

The EO Office will serve as a resource to provide strategies for increasing diversity of an applicant pool 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. We will also monitor the faculty recruitment 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 recruitment process, diversity inclusion and equal opportunity best practices.

Deans and Department Chairs

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

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 candidates is 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 that corrective action is taken to address confirmed irregularities.
 - Promoting diversity in the applicant pools.

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

- Reviewing the applicant pool for inclusion of diverse candidates.
- Reviewing the competitive candidates that progress in the faculty search process.
- Providing the shortlist, telephone or skype interview list, and campus visit list for necessary approvals.

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 a briefing with the Equal Opportunity Office prior to commencing the search process to discuss administrative procedures, equal opportunity guidelines, and diversity initiatives.
- Providing the Equal Opportunity Office with updates throughout the faculty search process.
- Leading and conducting Search Committee meetings professionally and impartially.
- Ensuring all Search Committee members are logged on to the online applicant tracking system (Hirezon).
- Forwarding the draft position announcement along with Dean approval to the Equal

Opportunity Office to secure approvals for the language on the position announcement for recruitment.

- Working with the Dean and/or the Department Chair to secure and maintain budget for faculty search activities.
- Identifying placement of the position announcement (Inside Higher Ed., The Chronicle of Higher Education. etc.) and working with the Human Resources Office for use of their third party vendor, Graystone if interested.
- Ensuring all committee members involved in the faculty search process are trained before screening applications or conducting telephone, online (such as skype) and/or face-to-face interviews.
- Establishing and following timelines for search process.
- Providing copies of the position announcement and advertisements to each member of the Search Committee and ensure each committee member understands what the position entails, and the qualifications required.
- Ensuring every application receives a thorough review, and that all search regulations, guidelines and deadlines are observed.
- Ensuring a clear selection criteria has been established in advance of discussing candidates 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.
- Overseeing on-campus interviews.
- Collecting feedback from those who interact with the candidates during campus interviews.
- Forwarding recommendations for hire to the Department Chair.
- Communicate with applicants accordingly and timely via online applicant tracking system (Hirezon).
- Ensuring all applicants that applied have a disposition code and hire/non-hire reasons on the online applicant tracking system (Hirezon).
- Uploading search related documents to 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 recruit, screen, evaluate, interview, and recommend qualified candidates for employment consideration.

NOTE: A Search Committee member shall not be considered as a candidate for the position and applicants shall not be involved in the search process.

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 hiring decision. 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.

The Search Committee members are responsible for:

- Adhering to confidentiality requirements.
- Attending a briefing with the Equal Opportunity Office prior to commencing the search process to discuss administrative procedures, equal opportunity guidelines, and diversity initiatives.
- Being committed to enhancing faculty diversity.
- Participating in active recruitment and bringing forward ideas and/or contacts that may lead to potential diverse qualified applicants.
- Evaluating each candidate'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 candidates.
- Fully participate in all committee activities, meet established deadlines and make recommendations.

INITIATING A SEARCH

Authorization to Recruit (ATR)

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

The Search Committee Chair will work closely with the Equal Opportunity Office when filling an authorized faculty position.

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

Search Process Checklist.....pg. 30

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 the search must be kept for 3 years from the time of the hire.

Records related to faculty searches should be uploaded onto the online applicant tracking system (Hirezon). The online applicant tracking system will automatically keep the documents for the 3 year retention period. Please visit the *Documentation Retention Checklist* for a complete listing of documents to be uploaded.

Document Retention Checklist.....pg. 50

Creating a Faculty Employment Requisition Form

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

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: <http://admin.utep.edu/eoaa>.

Faculty Employment Requisition Form.....pg. 31

Faculty Recruitment Plan

At the time a *Faculty Employment Requisition Form* is completed it is also important that the academic department complete the *Faculty Recruitment Plan*. This will facilitate a diversity initiative targeting the recruitment of women and underrepresented minorities. The Recruitment Plan is a working document that the Search Committee Chair will update throughout the recruitment process as the Search Committee actively recruits.

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 applicants, contact with comparable departments at minority serving institutions. Instructions on the completion of the *Faculty Recruitment Plan* are available in this instructional guide. A listing of diversity sources and the electronic form may be found on the EOAA website: <http://admin.utep.edu/eoaa>.

Faculty Recruitment Planpg. 33 & 34

External Advertising

External faculty position announcements 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. Human Resources can assist with placing external advertisements or the department has the option of placing their own external advertisements. The department is responsible for the cost of the advertisement. For assistance with placing external ads, please contact the Human Resources Office directly at 915-747-5202.

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. Meeting with potential applicants must be informal if the individual has not officially applied for the open position. For example, 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. For example, if the position was opened in September, and a conference was attended in October, it is permitted to schedule applicants for preliminary interviews at that conference. If an individual has not applied for an open position, they should not be formally interviewed. The position announcement should also indicate that interviews will be conducted.

Creating the Position Announcement

Once the *Faculty Employment Requisition Form* and *Faculty Recruitment Plan* are completed, a position announcement must be drafted.

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.

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 faculty position announcements will be automatically placed on the UTEP Executive/Faculty Employment Opportunities webpage by the Equal Opportunity 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 in order to save money or 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 of recruitment

Other elements are optional for the official position announcement, but are highly recommended. The sample position announcement in the faculty search manual 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. 50

1. UTEP Logo

- University policy requires that only approved versions of the UTEP logo may be used. More information is available on the University Communications website (<http://uc.utep.edu/logo.html>).

***2. 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 Provost Office, pg. 36 & 37

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?

- o Teaching/mentoring—undergraduate and/or graduate;
 - o Research/grant activities;
 - o Interdepartmental or Center collaboration;
 - o Department/university service.
- Include anticipated appointment date (i.e. Fall (FY)).

6. Web Links

- UTEP home page (www.utep.edu)
- Department home page (www.utep.edu/biology)
- * • UTEP Employment home page (www.utep.edu/employment) is required for external position announcement.

***7. Required Qualifications**

- These are what an applicant must have to be qualified for the position (and thereby 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:
 - o Ph.D. or terminal degree in specific field or related field;
 - o ABD if doctorate is in hand by start date;
 - o Post-doctoral experience (# of years);
 - o Specific field or research specialization;
 - o Experience teaching/mentoring students (# of years);
 - o Experience with specific research techniques;
 - o Publication record;
 - o Grant record;
 - o Licenses, certifications or memberships;
 - o 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.

9. Salary information

- Dependent on Experience (DOE)

***10. Application instructions and contact information**

- Must be consistent with information on employment requisition. 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;
 - Names of references;
 - Official Transcripts;
 - Statement of teaching philosophy and/or research interests;
 - Samples of articles/publications.
- If advertising multiple titles (i.e. Assistant/Associate) request that applicants indicate in their letter of interest at which rank they want to be considered.

***11. Application review date and/or deadline**

- 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 application acknowledgement letter or 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 and 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.

Faculty Position - Required Approvals

The *Faculty Employment Requisition Form*, *Faculty Recruitment Plan*, 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 emailed to the respective Dean for approval;
- The respective Dean reviews the Requisition form, Recruitment Plan form, and the draft position announcement and forwards the email approval to the Equal Opportunity Office (eoaa@utep.edu) and “cc” to the Department Chair;
- The Equal Opportunity Office reviews the attachments and forwards email approval to the Provost/VPAA’s Office, as appropriate for approval;
- The Provost/VPAA’s Office reviews, approves and/ or provides recommendations of the attached documents to the Equal Opportunity Office;
- The Equal Opportunity Office will proceed in placing the position announcement in the UTEP Executive Faculty Employment Opportunities webpage and will notify the Search Committee Chair via email and “cc” the Provost/VPAA Office, Dean, Department Chair, Respective CAO, the Budget Office, and Human Resources Office.

NOTE: External advertisements at this point may be placed. You may contact the Human Resources office for assistance in placing external advertisements.

- If changes are made to the requisition, recruitment plan, 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 requisitions, recruitment plan, and or position announcements that have been changed/edited, notify the document creator (Department Chair) and Dean so changes can be discussed before being finalized.

- If changes are made after the EO Office posts the advertisement on the UTEP website, the position announcement will need to go through all the necessary approvals. The EO Office will remove the outdated position announcement and post the revised announcement to reflect a new posting date.

SEARCH GUIDELINES FOR TENURE/ TENURE TRACK FACULTY

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

Recruitment Steps Requiring Approval

1. Employment requisition, recruitment plan, and position announcement;
2. Applicant pool;
3. Short list;
4. Telephone or Skype/Conference list;
5. Campus interview list;
6. Recommendation for hire (prior to Dean extending employment offer).

Step 1: Determining Selection Criteria

Before the Search Committee begins to review applications, 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 (i.e. the weight to be given to research versus teaching experience).

Step 2: Certifying the Applicant Pool

Once each Search Committee member has independently reviewed the candidates in the applicant pool and feels that there are sufficient qualified/competitive candidates, a request to certify the applicant pool is sent to the EO Office along with an updated Recruitment Plan form displaying all active recruitment and outreach efforts made by each search committee member to initiate applicant review. Prior to screening or contacting any applicants, the EO Office and respective Dean must review the applicant pool demographics and assess for diversity.

If women and minorities are not represented in the applicant pool, the pool may potentially not be approved and the Search Committee may be required to engage in additional diversity recruiting efforts before proceeding.

Step 3: Preliminary Screening of Applicants

After the applicant pool has been certified by the EO Office and the respective Dean, the Search Committee may begin the review of applications. 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 an incomplete application will not continue to be considered for the position. At this time, the Search Committee should notify any candidates who did not meet the minimum required qualifications for the position that they are no longer being considered. Sample applicant letters may be found via applicant tracking system. For more information on sample applicant letters, please contact the EO Office.

Applicant Evaluation Cover Sheet.....pg. 40

Sample Applicant Letters.....Contact the EO Office

Step 4: 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 Committee has agreed upon in advance. It is critical that all candidates 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. 41

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 women)

- **Analyze-** Ask yourself if the forms of biases and convening (strategies people use to downplay a stigmatized identity) you are experiencing or enacting are consistent with your personal and organization 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.

Step 5: Approval of Short List

The Search Committee Chair must notify and provide the respective Dean and Department Chair with a list of semi-finalists (“short-list”) along with all recruitment efforts made by the Search Committee. Preference for certain candidates may be indicated, however, it is recommended that the short list of applicants be unranked.

If the respective Dean approves the recommended short-list of applicants, he/she will then forward the recommended list to the EO Office, so that it may be assessed for diversity and reviewed with the Provost Office for approval. The EO Office will then communicate to the respective Dean and Search Committee Chair the outcome of the request.

Step 6: Telephone/Skype Interviews

Telephone or Skype interviews can be an effective and low-cost method for screening the short-list of applicants. If the Search Committee plans to conduct telephone or skype interviews, please notify and provide the names of the candidates being recommended for telephone or skype interview to the respective Dean and Department Chair prior to scheduling.

If the respective Dean approves the recommended telephone or skype interview list, he/she will then forward the recommended list to the EO Office, so that it may be assessed for diversity and reviewed with the Provost Office for approval. The EO Office will then communicate to the respective Dean and Search Committee Chair the outcome of the request.

NOTE: Upon approval and scheduling telephone or skype 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 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 skype interview should be prepared for record-keeping purposes and for use during the final evaluation process. It is extremely important that all telephone interviews follow a consistent format and the results of each interview are documented. Once telephone or skype 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 skype interview process.

Interview Question Guidelines.....	pg. 42 & 43
Telephone/Skype Interview Script.....	pg. 44
Telephone Interview Evaluation Form.....	pg. 45

Step 7: Approval of Candidates for On-Campus Interview

Once the Search Committee has identified a recommended campus interview list, the Search Committee Chair must notify and provide the names of the candidates being recommended for campus visits prior to contacting the candidates and scheduling

If the respective Dean approves the recommended campus visit list, he/she will then forward the recommended campus interview list to the EO Office, so that it may be assessed for diversity and reviewed with the Provost Office for approval. The EO Office will then communicate to the respective Dean and Search Committee Chair the outcome of the request.

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

Step 8: 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 Committee may decide to use a form to evaluate each applicant in terms of presentation, work experience, research, scholarship, teaching experience and other job-related criteria.
- The Committee should determine how such a rating form will be used, 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. In advance of 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 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 to all candidates. Follow up questions are appropriate when warranted.
- Use terms such as “identify”, “list” and “explain.”
- 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 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 (i.e. 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, each candidate presenting at a scheduled colloquium should be evaluated by faculty members and/or graduate students by using the *Colloquium Evaluation Form*. It is recommended that prior to the speaker’s (candidate) presentation to provide clear and concise instructions to the individuals completing the evaluation form. It is also important to mention that the evaluations are part of the search and selection process; and therefore, honest and precise ratings are being requested to further serve the purpose of the search committee reviewing the evaluations.

Evaluations can also be in the form of an electronic confidential survey. For more information in regards to the electronic survey, please contact the EO Office.

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 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. 42 & 43

- Avoid any discussion involving:

Age	Military Discharge
Arrest Records	Marital Status/ Family Status
Child care arrangements	National origin / Citizenship
Color	Pregnancy
Credit	Political affiliations
Creed	Race
Disabilities/Illnesses	Religion
Genetic Information	Sex
Gender Identity	Sexual Orientation
Height/ Weight	Veteran Status

In addition, you and your department must be ready to make reasonable accommodation for qualified applicants 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 applicant requests regarding ADA accommodations.

Communicating with the Candidate about the Campus Interview

Before the visit, the EO Office will provide the Search Committee with Campus Visit folders for 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, 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 applicants.
- Arrange for each candidate to meet with an HR Representative to discuss UTEP's benefit programs;
- Provide candidate with a list of names of realtors in the community (not just one name).

Sample Campus Visit Itinerary.....pg. 46

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

Step 9: 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 with the candidate’s permission. A diligent effort should be made to check references and credentials before any job offer is made.

Reference Check Form.....pg. 49

- Utilize a script to assist with consistency;
- Questions asked of the reference must be job/performance-related and documented;
- Request only information that will be helpful in making the hiring decision;
- Conduct reference checking conversations in a manner that is consistent for each applicant;
- 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 of the references for a candidate.

Legally prohibited questions.....pg. 43

Step 10: Final Recommendation/Selection

The completion of on-campus interviews is followed by discussion and voting by departmental faculty to determine any recommendations for hire. If more than one candidate is recommended, an order of preference may also 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/Search Chair should forward the list of recommended candidates to the respective Dean, who will then be responsible for reviewing, assessing and determining if the search may proceed. If there are no issues, the respective Dean will request that the EO Office prepare information (Exhibit 6) for the Dean to send to the Provost/VPAA regarding search compliance and applicant pool statistics.

If the faculty members do 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 Dean and EO Office approval. If no other applicants are recommended for interview, the position may be re-advertised or the search may be closed.

Step 11: Hiring

Offers of Employment

The Dean will have a discussion with recommended candidate(s) about employment conditions, compensation, and expectations. At this point, only the Dean is authorized to have such conversations with the candidate(s).

The Dean forwards to the Provost/VPAA a recommendation 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: Recruitment Efforts
- Exhibit 6: Proposed Offer Letter

You may visit <https://www.utep.edu/provost/Files/docs/searches/auththohireguidelines.pdf> for more information.

The Provost/VPAA will then affirm or amend the Dean's recommendation. If authorization to hire is given, the Dean offers the position to the candidate(s) and negotiates terms as appropriate. If the recommendation as submitted is not accepted, the Dean will discuss with the Provost/VPAA and the candidate(s) as necessary. If the authorization to hire is not approved, the Dean notifies the candidate(s) and the Department Chair.

The Dean then has the option to close the search or to go to the committee's next recommended candidate and proceed. If the candidate(s) accepts the position(s), the Dean sends the written offer of employment to the candidate(s).

If the candidate(s) declines the position(s), the Dean has the option to close the search or to go to the committee's next recommended candidate and proceed. If the candidate(s) accepts the offer and returns the signed offer letter, the Dean's Office notifies the Department Chair, the Provost/VPAA, the HR Office, the Budget Office and the EO Office via electronic copy of the signed offer letter. The Dean may close the current search and reopen a new search if approved by the Provost/VPAA.

A faculty appointment is subject to the Rules and Regulations of the Board of Regents of the University of Texas System, Regent and UT System policies, the rules and regulations of the University of Texas at El Paso, and applicable state and federal laws.

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, contact the Department Chair and he/she may work with the Dean to consider what options may be available. If the candidate expresses interest for his/her spouse for a University staff position, or employment outside the University, contact Human Resources (HR) for assistance.

SACS Criteria for Accreditation

It is the policy of the University to ensure that all employees holding an “Instructor of Record” (IOR) title possess the academic preparation, training, and experience to teach in an academic setting and meet, or exceed, the minimum requirements of accrediting bodies and state agencies.

It is the responsibility of the prospective faculty member to provide all of the documentation needed to verify his/her credentials. This includes, but is not limited to, a resume/curriculum vitae, official transcripts, appropriate licenses or certifications and required justification for credentialing. For more information, contact HR or the Provost/VPAA’s Office.

Employment Sponsored Visas:

All foreign workers must obtain permission to work legally in the United States. For any inquiries pertaining to an H-1B, TN or Lawful Permanent Residence, please contact the Office of Human Resources at (915)747-5202 or www.utep.edu/human-resources for further information.

Contact Information:

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

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

- H-1B
 - Approval from department (Chair, Director) and College Dean/VP – email approval to aoretana@utep.edu
 - Department and employee must complete and submit the initial H1-B documents to initiate process. Human Resources representative will provide H1-B forms.
 - Processing time takes 6-8 weeks upon receipt of completed documents from both department and employee. Human Resources representative will provide detailed processing time.
- Labor Permanent Process
 - Documents requested for permanent residence process
 - Advertisement postings listed for 30 days. Copy must include advertisement source, dates confirming 30 days, posting must coincide with job posting on UTEP website (if applicable).
 - Applicant information to include completed non-hire and hire reason(s).
 - Employee offer letter.

Under the Immigration Act of 1990, universities are allowed to hire non-immigrant faculty and staff in specialty occupations for temporary positions up to six years under the H1-B visa.

Departments and/or Search Committees who are considering such an applicant must notify the Office of Human Resources.

Since the laws and guidelines concerning the application and processing of the H-1B (non-immigrant) visa have become extremely complicated, HR requests that the application and processing of visa documents be managed and coordinated through the Office of Human Resources. HR will assist the department and applicant in the completion of visa documents where information regarding University or employment information is required.

UTEP will not employ any person with non-U.S. citizen/resident status without proper documentation, nor continue to employ that person beyond the period authorized for employment.

Step 12: Closing the Search

Upon receipt of the signed offer letter, the search will be closed and the position announcement will be removed from the UTEP Executive/Faculty Employment Opportunities webpage. Or, if the search is identified as unsuccessful the respective Dean of the college will approve the position announcement to be removed from the UTEP Executive/Faculty Employment Opportunities webpage.

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

Regret Letters:

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. Regret letters do not need to be sent to those candidates who withdrew their candidacy and/or declined an offer. It is recommended that the Search Committee waits 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. The candidates that visited UTEP for an on campus visit, should be notified via phone that another selection has been made and that the search has been concluded. 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 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 (i.e. candidate accepts, or search is closed without being filled).

The Search Committee may also choose to send “update” letters to applicants throughout the search if they want to let them know the status of the search. Applicant letter samples can be found on the online applicant tracking system (Hirezon). For more information on sample mail templates, please contact the EO Office.

Sample Mail Templates.....Contact the EO Office

This type of contact with the applicants should be uniform and should be kept at an appropriate level, so that all applicants enjoy equal access and opportunity during the process. Applicants appreciate communication throughout the process and it reflects well on the hiring department when applicants are kept informed as to the status of their application.

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 of the outcome via online applicant tracking system (Hirezon) when a search is closed. If the same position reopens in the future, prior applicants must reapply if they like to be considered for the position again.

Removal of Position Announcement

Remember to remove any advertisements associated with the position once the position has been filled or the search closes without a hire. The EO Office is responsible for removing the advertisement from the UTEP Executive/Faculty Employment Opportunities webpage, once the signed offer letter is received. The *Faculty Recruitment Plan* can be a tool to help you identify which advertisement sources need to be removed.

Records Retention

It is critical that applicant materials related to the search be uploaded onto the online applicant tracking system (Hirezon), since the online applicant tracking system will retain the documents in conjunction with state and federal records retention guidelines for a period of 3 years.

Step 13: 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?

Be sure to share details of the search analysis through the survey that is distributed by the EO Office once the search is officially closed. It is also recommended to share insights with departmental decision-makers, so that it is considered and taken into account when initiating future searches.

SEARCH PROCESS CHECKLIST

(Electronic form found on the EOAA website)

<http://admin.utep.edu/eoaa>

The listing below will guide the faculty 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 Provost Office and the Equal Opportunity (EO) Office** is required before the search can proceed to the next step.

As you go through the steps outlined below, check off each of the items you have completed:

1. ☐ Obtain necessary approvals to recruit for the faculty position(s).
2. ☐ Attend the faculty search Kick Off meeting attended by the EO Office, the Dean, and the Provost Office.
3. ☐ Complete and forward the Requisition form, position announcement (short/long text) and Recruitment Plan form to the Dean for approval.
4. ☐ Upon Dean Approval, forward to the EO Office. The EO Office will review with the Provost Office for final approvals and then post the ad on the UTEP Executive/Faculty Employment Opportunities webpage.
5. ☐ Work with the HR Office to coordinate external advertising (optional).
6. ☐ Conduct diversity outreach (minimum 5 contacts per Search Committee member).
7. ☐ Document all outreach efforts on the Recruitment Plan form to include targeted diversity recruitment.
8. ☐ Ensure that all members of the Search Committee are logged onto the applicant tracking system.
9. ☐ Review required vs. preferred qualifications with Search Committee.
10. ☐ Complete the Qualifications Matrix Form to assist in the evaluation of applicants.
11. ☐ Request approval for certification of the applicant pool to initiate review and provide the Recruitment Plan form to the EO Office.
12. ☐ Send regret letters and enter the disposition codes on the applicant tracking system for those applicants who will not be considered further for the position.
13. ☐ Request approval of short list and/or interview list prior to contacting candidates.
14. ☐ Review the Interview Question Guidelines; create interview questions, schedule interviews, upload evaluation materials to the applicant tracking system, send interview dates to the EO Office and enter the disposition codes on the applicant tracking system for those who will not be considered further.
15. ☐ Request approval of campus visits prior to extending an invitation to the candidate(s).
16. ☐ Forward campus visit itineraries to the EO Office prior to sending to the candidates and enter the disposition codes on the applicant tracking system for those who will not be considered further.
17. ☐ Notify the EO Office of Search Committee's recommendation for hire upon sending to the Department Chair and/or Dean.
18. ☐ Send non-selection letters to remaining candidates.
19. ☐ Remove all position(s) advertisements from external sources upon acceptance of position.
20. ☐ Verify that all applicants that applied have a disposition code and hire/non-hire reason in the online applicant tracking system.
21. ☐ Upload all search related documents to comply with state records retention guidelines (3 years).
22. ☐ Complete the end of the faculty search survey provided by the EO Office.

SAMPLE DOCUMENT

(Electronic form found on the EOAA website)
<http://admin.utep.edu/eoaa>



Faculty Employment Requisition Form Tenure/Tenure Track

Position Information			
Anticipated Appointment Date:	Fall 2019		
Position Title:			
Replacement:	<input type="checkbox"/> Yes <input type="checkbox"/> No	Faculty member being replaced:	
Department / Program Name:			College:
Hiring Official:	Dean of College	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:	
Hirezone Job ID:	
Date Position Posted:	
Date Position Removed:	

GENERAL INSTRUCTIONS

FACULTY EMPLOYMENT REQUISITION FORM

(Electronic form found on the EOAA website)

<http://admin/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 current Pay Plan. If not listed, please contact the Human Resources Office at 915-747-5202 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.
- **Hiring Official & 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.

REQUIRED APPLICATION DOCUMENTS

- Information in this section must be consistent with the information submitted in 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 for the specific faculty search.

SAMPLE DOCUMENT

(Electronic form found on the EOAA website)

<http://admin.utep.edu/eoaa>



Faculty Recruitment Plan
Tenure / Tenure-Track

Recruitment Year:	2018-2019	Target Hire Date:	April 1 st
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 describe the active recruitment activities utilized.

SAMPLE DOCUMENT

FACULTY RECRUITMENT PLAN FORM

Continuation

External Advertisements					
Will HR be assisting you with external advertisements? <input type="checkbox"/> Yes <input type="checkbox"/> No			Account Number: _____		
If so, please indicate in the last column below.					
Source Name	Outreach Type	Diversity Outreach	Posting Period	Ad Format	HR

Source Name	Outreach Type	Diversity Outreach	Posting Period	Ad Format	Cost
Equal Opportunity Office					
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
Hispanic Outlook	Employment Website	Yes (Hispanics)	30 days	Web	\$0
Southern Regional Ed Board (SREB)	Job Board	Yes (Women)	Until filled	Contact	\$0
The Registry, Texas Tech Database	Job Board	Yes (All diversity)	60 days	Contact	\$0
Women in Higher Education	Employment Website	Yes (Women)	30 days	Web	\$0
American Indian Graduate Center	Job Board	Yes (American Indian)	Until filled	Web	\$0
Human Resources Office					
Ability Links	Job Board	Yes	Until filled	Web	\$0
Marine Executive Association	Job Board	Yes	60 days	Web	\$0
Texas Workforce Commission	Job Board	No	Until filled	Web	\$0

EO Office Use Only	
EO ID: _____	Hirezon ID: _____

GENERAL INSTRUCTIONS

FACULTY RECRUITMENT PLAN FORM

Electronic form found on the EOAA website
<http://admin/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); if date is surpassed without a hire, Provost approval will be necessary for the continuation of the search.
- **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.
- ***All Faculty Recruitment Plans should include diversity outreach initiatives.**

ACTIVE RECRUITMENT ACTIVITIES

- Describe all active recruitment activities utilized by the Search Committee.

EXTERNAL ADVERTISEMENTS

- **Will the HR Office be placing the advertisements for this position?:** Check **YES** if the HR Office will assist in the placement of the external advertisement(s) or check **NO** if the advertisements will be placed by someone else.
- **Account number to be charged for advertisements:** If the HR Office **will** assist in the placement of the advertisement(s), indicate department account number to be billed for advertisement costs. Usually the department M&O account can be used.
- **Source Name:** Indicate the name of the source where the positions announcement will be advertised.
- **Outreach Type:** Indicate 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:** Specify yes or no if the source where the position is advertised is considered a source that reaches out to protected minority population.
- **Posting Period:** Define the time that the position will be posted at the external source (i.e.: 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.
- **The HR Office:** Select the box for those advertisements that will be posted with the assistance of the HR Office.

EQUAL OPPORTUNITY (EO) OFFICE

- All faculty positions are advertised by EO on the University's Faculty Employment Opportunities web page (<http://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 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.

HUMAN RESOURCES (HR) OFFICE

- All faculty positions will be advertised by the HR Office 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 UNIVERSITY COMMUNICATIONS)

About UTEP--Short Version

Located in one of the largest binational communities in the world, The University of Texas at El Paso is unique among research institutions. UTEP enrolls more than 25,000 students, most of whom are Hispanic. The Brookings Institution in 2017 ranked UTEP as the No. 1 leader in equal access to higher education, based on a combination of research productivity and student social mobility. The University has annual externally funded research expenditures of \$95 million, maintains an operating budget of \$500 million and employs 4,000 people. With 172 bachelor's, master's and doctoral degree programs available in eight colleges and schools, UTEP is the first national research university serving a 21st century student demographic.

About UTEP--Long Version

The University of Texas at El Paso and its "access and excellence" mission are redefining public higher education not only in Texas, but also across the nation.

The University's extraordinary success is validated by numerous accolades. The Brookings Institution in 2017 ranked UTEP as the No. 1 leader in equal access to higher education, based on a combination of research productivity and student social mobility. The Carnegie Corporation of New York also recently recognized the University for its institutional vision and commitment to quality, diversity, curricular innovation and investment in our community. A 2016 column in the New York Times lauded UTEP as a working-class institution that enrolls students from families of modest means and turns out graduates who work their way into the middle class, upper middle class and beyond.

Since opening its doors along the U.S.-Mexico border in 1914 as the Texas State School of Mines and Metallurgy, UTEP has enabled generations of students to pursue their goals through higher education in one of the largest binational communities in the world.

Over the past century, the University's enrollment has grown from 27 mining students to more than 25,000 undergraduate and graduate students, and that number increases annually.

The University has annual externally funded research expenditures of \$95 million, maintains an operating budget of \$500 million and employs 4,000 people.

UTEP offers a broad array of degree programs – 74 bachelor's, 76 master's, and 22 doctorates – taught by outstanding faculty who have been recognized for their commitment to student success.

The quality of UTEP's faculty and their sustained commitment to excellence are reflected in the University's strong record of receiving extremely competitive grant awards, while also maintaining an academic environment dedicated to addressing the educational needs of students, many of whom are the first in their families to attend college.

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 largest binational communities in the world. El Paso is a highly livable, bicultural community of almost 700,000 people that offers affordable homes and attractive neighborhoods. It has been named among the safest large U.S. cities. El Paso experiences more than 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 national research university at the heart of the U.S.-Mexico border region, committed to the ideals of access and excellence. UTEP enrolls more than 25,000 students – about 80 percent of them Hispanic – and is the only doctoral research university in the nation with a majority Mexican-American student body.

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 region's center for intellectual capital, UTEP has awarded about 130,000 degrees since its founding in 1914. UTEP is one of the major economic engines in the Paso del Norte region, adding \$1.4 billion to the local economy annually. The University also is credited for creating an estimated 26,499 new jobs, according to a January 2015 report by Economic Modeling Specialists International, based on fiscal year 2013 data.

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-A college athletics at several campus venues: the 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.

SAMPLE POSITION ANNOUNCEMENT

ONLINE APPLICANT TRACKING SYSTEM

Associate/Full Professor- Pharmaceutical Sciences

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

The University of Texas at El Paso is an emerging national research university at the heart of the U.S.-Mexico border region, committed to the ideals of access and excellence. UTEP's over \$90 million in research spending a year ranks the University among the top 200 universities in the nation and its more than \$35 million in federal research spending ranks fourth among all Texas public universities. The Brookings Institution in 2017 ranked UTEP as the No. 1 leader in equal access to higher education, based on a combination of research productivity and student social mobility. UTEP enrolls more than 25,000 students - about 80 percent of them Hispanic - and is the only doctoral research university in the nation with a student body that is a majority Mexican-American. UTEP offers 73 bachelors, 75 masters, and 22 doctoral degree programs - with more in development. UTEP features excellent classroom and laboratory facilities, including the recently opened Health Sciences and Nursing Building. UTEP is characterized by its bilingual and bicultural student population. The community offers opportunities to engage in research in the U.S. - Mexico border region and among Hispanic (Mexican and Mexican-American) populations. For more information about UTEP, please visit our website: www.utep.edu.

El Paso is a highly livable, bicultural community of almost 700,000 people that offers affordable homes and is the safest large city in the United States. Shielded by mountains on three sides, El Paso enjoys more than 300 days of sunshine annually and a dry climate, making it possible to engage in outdoor activities year-round. The city of El Paso adjoins both the state of New Mexico and the country of Mexico, making it one of the largest international communities in the world. El Paso comprises 248 square miles and is the sixth largest city in Texas and 19th largest in the United States.

Job Description: ***REQUIRED**

The University of Texas at El Paso (UTEP) invites nominations and applications for a tenure-track/tenured Associate/Full Professor faculty position in **Pharmaceutical Sciences**, with a focus on Pharmacaceutics, Pharmacokinetics or Pharmacometrics. The successful candidate will be a talented faculty member who will collaborate in teams to cultivate and embrace excellence in teaching, research, and service in a predominantly Mexican-American community. This position represents a unique opportunity for an outstanding individual to be a part of shaping/delivering an integrated curriculum and advancing scholarship in Pharmaceutical Sciences in a new Pharmacy School at UTEP, a research-intensive university. Appointment is commensurate with the applicant's history of excellence in teaching, scholarship, and leadership. The appointment date, start-up package and rank are negotiable.

Requirements: ***REQUIRED**

Candidates must have a doctoral degree in Pharmaceutical Sciences with an emphasis on pharmaceutics/kinetics or pharmacometrics, or a doctoral degree in a related field from an accredited institution, with documented evidence of:

1. Success in collaborative scholarship, external funding, and publications;

Additional Information: ***REQUIRED**

Hiring decisions are based on budget approval.

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.


For Americans with Disabilities (ADA) accommodation information, applicants may contact UTEP's Equal Opportunity Office at eoaa@utep.edu.

Application Instructions: ***REQUIRED**

Review of applications will begin immediately and applications will be accepted until the position is filled. Candidates must submit: 1) a cover letter, 2) curriculum vitae, 3) statement of teaching philosophy, 4) statement of research goals, and 5) contact information for at least three professional references. Questions about this position should be directed to Search Chair Dr. Mary Chavez, PharmD, FAACP at mlchavez11@utep.edu/phone number: 915-747-8242.

Apply Now

Category:	School of Pharmacy 
Department:	Department of Pharmaceutical Sciences
Locations:	El Paso, TX
Posted:	Jan 25, '18
Type:	Full-time
Ref. No.:	18-01



Apply Now

MINORITY DOCTORATE GRANTING INSTITUTIONS

- | | |
|---|---|
| <ul style="list-style-type: none"> ➤ American University ➤ Arizona State University ➤ Barry University ➤ Boston University ➤ Brown University ➤ Cornell University ➤ Florida International University ➤ Florida State University ➤ George Washington University ➤ Harvard University ➤ Howard University ➤ Loma Linda University ➤ Mercer University ➤ Midwestern University ➤ New Mexico State University ➤ New York University ➤ Nova Southeastern University ➤ Ohio State University ➤ Oklahoma State University- Stillwater ➤ Rice University ➤ Rutgers University ➤ Stanford University ➤ Temple University ➤ Texas A&M University ➤ Texas Southern University ➤ Universidad de Puerto Rico – Mayagüez ➤ Universidad de Puerto Rico – Rio Piedras ➤ University at Buffalo ➤ University of California Berkeley ➤ University of California Davis | <ul style="list-style-type: none"> ➤ University of California Irvine ➤ University of California Los Angeles ➤ University of California Riverside ➤ University of California San Diego ➤ University of California San Francisco ➤ University of California Santa Barbara ➤ University of California Santa Cruz ➤ University of Florida ➤ University of Georgia ➤ University of Hawaii at Manoa ➤ University of Houston ➤ University of Illinois at Chicago ➤ University of Illinois at Urbana-Campaign ➤ University of Iowa ➤ University of Maryland- College Park ➤ University of Maryland-Baltimore ➤ University of Miami ➤ University of Michigan-Ann Arbor ➤ University of Minnesota-Twin Cities ➤ University of Nevada- Las Vegas ➤ University of North Carolina at Chapel Hill ➤ University of Oklahoma- Norman Campus ➤ University of Pennsylvania ➤ University of Pittsburgh ➤ University of Southern California ➤ University of Texas at Austin ➤ University of the Pacific ➤ University of Washington-Seattle Campus ➤ University of Wisconsin-Madison ➤ Yale 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. Although our member institutions in the U.S.

➤ **Historically Black Colleges & Universities**

<http://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**

(<http://diverseeducation.com/top100/>)

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)

SAMPLE DOCUMENT

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

APPLICANT EVALUATION COVERSHEET

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 Vita	Field: _____	<input type="checkbox"/> Post- doc experience
<input type="checkbox"/> Contact information for at least 3 current References	School: _____	
<input type="checkbox"/> Transcripts	Date: _____	
<input type="checkbox"/> Other	<input type="checkbox"/> Research Area	
	<input type="checkbox"/> Experience with graduate teaching	

Notes:

Evaluator Name: _____ Date: _____

Notes:

Evaluator Name: _____ Date: _____

Notes:

Evaluator Name: _____ Date: _____

Department Checklist
____ Interview Itinerary
____ Recruiting Folder from EO
____ Regret Letter sent
____ References checked
____ Non-competitive Reason(s) entered

Action
____ Certification of Applicant Pool
____ Short List
____ Phone Interview
____ Campus Interview
____ Recommend for Hire

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SAMPLE DOCUMENT

(Contact the EO Office for Electronic form)

eoaa.utep.edu

SAMPLE Qualifications Matrix

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	Education			Teaching Experience			Research			Publications			Professional Certification or License			Points	
	Required	Preferred	0	Required	Preferred	0	Required	Preferred	0	Required	Preferred	0	Required	Preferred	0	Required	Total
1																	
2																	
3																	
4																	
5																	
6																	
7																	
8																	
9																	
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24																	
25																	

INTERVIEW QUESTION GUIDELINES

(Contact the EO Office for Electronic form)

eoaa.utep.edu

Remember: permitted questions should 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 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 didn't 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?
- Was your work ever 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?

SAMPLE DOCUMENT

(Contact the EO Office for Electronic form)

eoaa.utep.edu

TELEPHONE/ SKYPE INTERVIEW SCRIPT

- **Introduce everyone on the telephone call**
- **“Thank you for making yourself available for this phone interview”**
- **Give brief summary/overview of UTEP/Department/El Paso**
 - State University, part of UT System
 - 6 Colleges, the School of Nursing and the School of Pharmacy
 - UTEP enrolls more than 25,000 students, majority-minority student population, many non-traditional students
 - Borders New Mexico and Chihuahua, Mexico – closer to San Diego than Houston, low crime, desert climate
 - Almost 700,000 population, 80% Hispanic
 - Department Faculty: number and type of research interests
 - Department: number of majors, degrees offered
- **Describe what search committee is looking for in a candidate (skills, qualifications) and responsibilities of position (refer to position announcement and any other objective selection criteria that have been established by the search committee)**
 - Qualifications, experience, skills, research interests
 - Teaching/mentoring, research/publication, service expectations
- **SAMPLE Questions**
 - Describe the contributions you can make to the Department/University.
 - What are your specific teaching interests and are you willing to teach up to 3 courses per semester?
 - As mentioned previously, UTEP has a predominantly Hispanic (Mexican-American) undergraduate student body, and also 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?
 - Do you see an opportunity for you to collaborate with others in the department with regard to 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?
- **“Thank you again for your time. We’ve enjoyed speaking with you. We will be completing our phone interviews shortly and will notify you if you’ve been selected for a campus interview.”**

SAMPLE DOCUMENT

(Contact the EO Office for Electronic form)

eoaa.utep.edu

TELEPHONE INTERVIEW EVALUATION FORM

Candidate Name: _____

Date and Time of Interview: _____

Committee Member/Evaluator: _____

Please rate each answer on a scale of 0-5

0 = Response is inadequate or not responsive to question

1-3 = Response is satisfactory

4-5 = Response is articulate and comprehensive

Interview Questions	Rating
1) Describe the contributions you can make to the Department/University.	
2) What are your specific teaching interests and are you willing to teach 3 courses per semester?	
3) As mentioned previously, UTEP has a predominantly Hispanic (Mexican-American) undergraduate student body, and also a significant number of international students. Describe your previous experience with and your interest in mentoring students at both the undergraduate and graduate levels	
4) Please describe your research focus and interests.	
5) What are your ideas to involve undergraduate students in your research?	
6) Do you see an opportunity for collaboration with others in the department with regard to your research? If so, how?	
7) How do you plan to obtain funding for your research?	
8) How will this position and UTEP help you reach your career goals?	
9) Do you have any questions about the position, department or UTEP?	
TOTAL POINTS	

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

Recommend campus interview? ☐ Yes ☐ No

Committee Member/Evaluator's signature: _____ **Date:** _____

SAMPLE DOCUMENT

(Contact the EO Office for Electronic form)

eoaa.utep.edu

CAMPUS INTERVIEW ITINERARY

Tenure/ Tenure Track Positions FY 2017-2018	
CANDIDATE ARRIVAL	
Activity	Appointment Time
Candidate arrival to El Paso/ Pick up	Please ensure the appointed time for each candidate stays within the allotted time frame to maintain a consistent process.
Check-in to Hotel	
Dinner	
DAY ONE	
Activity	Appointment Time
Breakfast	Please ensure the appointed time for each candidate stays within the allotted time frame 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	
Activity	Appointment Time
Meeting with Provost	Please ensure the appointed time for each candidate stays within the allotted time frame to maintain a consistent process.
Meeting with HR (benefits)	
Tour of El Paso	
Lunch/ Depart to Airport	
Departure	
REMINDERS	
<p style="text-align: center;">* Do not have TBD's on the final itinerary provided to the candidate</p> <p style="text-align: center;">* Send itinerary to EOAA prior to sending to candidate</p> <p style="text-align: center;">*Sequence and individuals of the itinerary will be determined by the search committee</p>	

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SAMPLE DOCUMENT

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

COLLOQUIUM EVALUATION FORM

Thank you for your participation in the campus interview process for the candidates 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:

In what context or setting did you observe/interact with the 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>Strongly Disagree</u>		<u>Strongly Agree</u>		
The candidate:					
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

[OVER]

SAMPLE DOCUMENT

COLLOQUIUM EVALUATION FORM

Continuation

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]

SAMPLE DOCUMENT

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

FACULTY CANDIDATE REFERENCE FORM

Applicant Name: _____

Position Applied for: _____ Today's Date: _____

Reference Name & Title: _____ Relation: _____

1. Introduction

- a. Introduce yourself and the purpose of your call.
- b. Tell the reference: we are considering _____ 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 specific 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 this person 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.

Completed by: _____

Date: _____

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DOCUMENT RETENTION CHECKLIST

(Electronic form found on the EOAA website)

<http://admin.utep.edu/eoaa>

All faculty search related documents must be uploaded onto the online applicant tracking system (Hirezon). The online 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 documents must be retained.

1. ☐ **Employment Requisition, Advertisement and Updated Recruitment Plan**
2. ☐ **Advertising/Networking Efforts**
Copies of ads placed for the position
Documentation of networking (may be a list of candidates who were contacted about applying for the positions, conferences attended)
3. ☐ **Selection Criteria**
(Qualifications Matrix, Notes or Materials used to screen/evaluate applicants)
4. ☐ **Telephone Interview**
(Interview questions, Notes or Materials used to evaluate applicants)
5. ☐ **Campus Interview**
Informational Packets given to candidates
Interview Itineraries
Interview questions
Notes from the interview
Evaluation of candidates (Matrix, Notes)
6. ☐ **Reference Checks**
Reference List
Notes from conversation with references
7. ☐ **Recommendation for Hire**
Documentation related to candidate being recommended for hire (Matrix, Notes, Memos)
8. ☐ **Regret Letters**
Communication sent advising candidates of the status of their application and the search

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***For diversity related resources, please visit our EOAA website at <http://admin.utep.edu/eoaa>.
The EO Office may also be contacted via email at eoaa@utep.edu to request copies of electronic forms.***