Equal Opportunity Office

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MESSAGE FROM THE EQUAL OPPORTUNITY OFFICE

Hiring decisions are among the most important decisions made at UTEP. Every open faculty position represents an opportunity to enhance and diversify the capabilities, resources and potential of our campus. A new hire represents a fresh addition to the UTEP team—a faculty member who is ready to make a contribution to the mission and goals of the University, someone ready to be a part of UTEP’s present and future. The purpose of this handbook is to provide uniform procedures for the recruitment and hiring of 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 Equal Opportunity Office’s goal is to help
As the Equal Opportunity (EO) Office, our goal is to help your department find the best person for the academic position, while furthering the University's commitment to the recruitment, support and retention of a highly qualified diverse faculty. The staff of the EO Office wants to ensure that you and members of your Search Committee comply with the laws, regulations, and guidelines that govern equal opportunity employment.

The search process provides the EO Office an opportunity to review the applicant pool before candidates are contacted. During this review, our focus is on the diversity of the applicant pool. Women and minorities should be represented in every applicant pool as it 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, supporting and retaining a diverse faculty. The faculty search process provides an opportunity for the University to meet this commitment. Please ensure that you are taking steps to broaden your applicant pool to attract a diverse group of applicants, and be sure to document those outreach efforts.

In the process of trying to achieve our diversity goals, we can also position UTEP to be a model for exceptional hiring practices. The University is already committed to providing outstanding customer service to students, employees and the community, and this commitment should also be evident throughout the faculty hiring process. Every applicant is a potential employee, even those applicants who may not meet the needs of the department or University should be shown the highest level of customer service. Applicants, even if not selected for a position, will remember how they were treated during the process and can become our most effective advertisement.

This handbook is intended to be a resource for you as the member of the search committee as you carry out your faculty search. You will find procedures, advertising resources, sample forms and other important information to assist you in conducting a successful search. The information contained in this handbook is most applicable to tenure and tenure-track faculty searches. The procedures and resources in this handbook may also be utilized when filling non-tenure, non-tenure-track or other temporary faculty position; however, the information may not always be applicable for such positions. Our office is a resource to you throughout the search. Should you have any questions during this process, please contact us so that we may be of assistance to you.
EQUAL OPPORTUNITY/NON-DISCRIMINATION POLICY STATEMENT

The University of Texas at El Paso 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, sexual orientation, disability or gender identity. The University will take affirmative steps to insure that applicants are employed, and employees are treated, during employment, in a non-discriminatory manner. The University's commitment to equal opportunity principles applies to all aspects of employment, including recruitment, promotion, compensation, benefits and training.

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 employment discrimination should be addressed to the Equal Opportunity Office, Kelly Hall, 3rd Floor, Room 302. All inquiries will be confidential to the extent permitted by law. All employees or applicants for employment may be assured that they are protected from coercion, intimidation, or retaliation for filing or assisting in an investigation of a complaint of discrimination.

Responsibility for implementation of this policy rests with every member of the University community: administrative officers, deans, department chairpersons, supervisory personnel, and members of search committees.

A copy of the complaint procedure is available at the Equal Opportunity Office or www.utep.edu/woaa.
**ROLES AND RESPONSIBILITIES**

**The Office of Equal Opportunity**
The EO Office is responsible for monitoring and coordinating the faculty recruitment process to ensure compliance with search procedures, university policies and legal regulatory requirements. The EO Office will make every effort to train Deans, department Chairs, search committees, faculty and departmental administrative support staff. The EO Office will also serves as a resource to provide strategies for increasing the diversity of an applicant pool as well as assist with any issues that may arise during the recruitment and hiring process.

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

Deans and 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 process to EO Office
  - Corrective action is taken to address confirmed irregularities in the process, including the cancellation of the ongoing search
  - Access by the Search Committee to the necessary resources to ensure an efficient and successful search process
  - Ensure applicant pool contains diversity

**Search Committee Chair**
The Chair of the Search Committee is the member to assume the leadership role and ensure adherence to the recruitment guidelines. The Chair leads the Search Committee and manages the search process so that it is efficient and effective.

The Search Committee Chair is responsible for:
- Attending a briefing and/or update with the Equal Opportunity Office prior to commencing the search process to discuss administrative procedures, equal opportunity guidelines, and diversity initiatives
- Ensure all committee members involved in the search are trained before convening, committee meetings, screening of applications, or conducting telephone and/or face-to-face interviews
- Leading and conducting Search Committee meetings professionally and impartially
- Ensure every application receives a thorough review, and that all search regulations,
guidelines and deadlines are observed
- Assuring documentation of all decisions to include the reasons for selecting or not selecting candidates
- Keep and store search documentation in accordance with the Records Retention policy
- Follow timelines for search process
- Provide copies of the position announcement and advertisements to each member of the Search Committee and ensuring each committee member understands what the position entails, and the qualifications required
- Ensure a clear selection criteria have been established in advance of discussing candidates.
  Explore these for gender, ethnic and other biases
- Develop a list of interview questions and interview evaluation forms
- Coordinate with Department Support Staff to develop the itinerary and make travel arrangements for candidates selected for interviews
- Oversee on-campus interviews
- Forward recommendations for hire to the Department Chair
- Communicate with applicants in pool accordingly and timely
- Complete the required documentation at the end of search

Search Committee
The Search Committee consists of faculty members usually appointed by the Department Chair and or Dean. These individuals will advertise, screen, interview and recommend qualified candidates for serious 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 on the Search Committee to ensure that a diverse range of people and views will come together to make a very important hiring decision. The diversity of the Search Committee will contribute to the successful outcome of the search. It is recommended for the Search Committee to include representative(s) from outside your department/division. In some cases, it may even be appropriate to include individuals who are external to UTEP.

The Search Committee members are responsible for:
- Attending a briefing and/or update 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
- Receive specialized training and ongoing support from the Equal Opportunity Office
- Evaluate candidates application materials
- Understand and follow UTEP policies and procedures regarding the selection process and
the principles of equal opportunity

- Adhere to confidentiality requirements
- Evaluate each candidate based on established job-related criteria only
- Be 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**

As search committee chair, you will work closely with the Equal Opportunity Office when filling an authorized faculty position. You may find it helpful to utilize the *Search Process Checklist* throughout the faculty recruitment process to keep you on track. The following are general guidelines for faculty recruitment.

Search Process Checklist……………………………………………………………………….pg. 16

**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. Please visit the *Documentation Retention Checklist* for a complete listing of documents to be kept on file. We recommend keeping search materials for 3 years from the end of the fiscal year in which the hire takes place (i.e. materials for a search that closes on February 12, 2014 are to be retained until August 31, 2017). Academic departments are responsible for retaining these files in their department or arranging to archive them with the University’s records management department.

Document Retention Checklist………………………………………………………………….pg. 17

**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.

**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 and route for approval through the appropriate channels.

Instructions on the completion of the *Faculty Employment Requisition Form* and approval requirements are available on this instructional guide, pg. 19. You will also find this information on

Faculty Employment Requisition Form…………………………………………………….pg 18

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 Form. This will facilitate a diversity initiative targeting the recruitment of women and underrepresented minorities. Examples 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.

Departments may research advertisement sources, rates, deadlines and issue dates on their own as well as review the diversity sources listed at the eoaa website (http://admin.utep.edu/eoaa). HR can also lend assistance in obtaining quotes and placing external advertisement, please contact HR directly.

Note: External advertisements cannot be placed until the faculty position has been posted in the employment opportunities website and the EO Office has communicated that all approvals have been obtained.

Faculty Recruitment Plan Form…………………………………………………………….pg. 20

Creating the Position Announcement
Once the Faculty Employment Requisition Form and Faculty Recruitment Plan Form are filled out, a position announcement must be created. 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 forms (i.e. the application procedure on the requisition form indicates three letters of recommendation; however, application procedure in the position announcement indicates three current references—please ensure all information is consistent on all forms).

Below is a list of both required and optional information to be included in the position announcement. An asterisk (*) indicates a required element in the official position announcement. The official position announcement is placed on the UTEP Faculty employment website and 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. Other elements are optional for your official position announcement, but are highly recommended.

Position Announcement-Full Ad.................................................................pg. 22
Position Announcement-Short Ad.............................................................pg. 23

1. UTEP Logo
   • University policy requires that only approved versions of the UTEP logo may be used. More information is available on the UC 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. 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)).

4. Description of UTEP and/or El Paso
   • Utilize UTEP & El Paso Descriptions provided by University Communications.................................................................pg. 24-25

5. Description of Department/Program/College
   • What do you want interested candidates to know about your Department/Program and/or College?
     o Undergraduate degrees, Masters/Doctoral programs;
     o Collaboration with other departments/centers/programs;
     o Specific information related to active research or grants.

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 when you have used a shortened version of the position announcement—when the external ad text does not fully list the position description, requirements and application procedure.
*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 you 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:
  - Ph.D. in specific field or related field;
  - ABD if doctorate is in hand by start date;
  - Post-doctoral experience (# of years);
  - Specific field or research specialization;
  - Experience teaching/mentoring students (# of years);
  - Experience with specific research techniques;
  - Publication record;
  - Grant record;
  - Licenses, certifications or memberships;
  - Experience working with diverse groups.

8. Preferred Qualifications

- These are desirable for applicants to have, however, not required. NOT having a preferred qualification does not disqualify an applicant from further consideration.
- It is optional whether or not to have preferred qualifications, however, utilizing them can make screening of applicants easier.
- Examples:
  - Post-doctoral experience;
  - Licenses, certifications, memberships;
  - Specific field or specialization.

9. Salary information

- Dependent on Experience (DOE)

*10. Application instructions and contact information

- Must be consistent with information on employment requisition. Think about what you really want/need to receive for each applicant. Do not request reference letters until you have identified a short list. (Applications that are incomplete should not be considered until they are complete.)
• Examples of application materials:
  o Letter of interest;
  o Curriculum Vita;
  o Names of references;
  o Reference letters;
  o Official Transcripts;
  o Statement of teaching philosophy and/or research interests;
  o Samples of articles/publications.

• How do applicants submit applications and to whom do applicants submit application materials?

• 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 some specified date)? If you specify a date, then applicants cannot be contacted prior to that date (other than application acknowledgement letter and affirmative action survey).
• Examples of wording:
  o Review of applications will begin immediately.
  o Applicants are encouraged to apply by November 30, 20XX.
  o Review of applications will begin October 1, 20XX and continue until the position is filled.

12. UTEP’s EEO Statement
• All position announcements, advertisement and outreach letters must include the following equal opportunity statement:

  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 Form and position announcement text should be submitted via email for approvals as follows:
• After being created by the Department Chair, email all documents to the respective Dean for approval;
• Dean reviews the Requisition, Recruitment Plan and Position Announcement (text) and forwards email approval to the Equal Opportunity Office (eoaa@utep.edu) with “cc” to the Department Chair;
• Equal Opportunity Office reviews the attachments and forwards email approval to the Provost/VPAA’s office and/or Office of Research & Sponsored Projects, as appropriate for approval;
• Provost/VPAA’s Office and/or Office of Research & Sponsored Projects reviews, approves and or provides recommendations of the attached documents to the EO Office;
• The EO Office will notify HR of obtained approval(s) and request to proceed in placing the position announcement in the UTEP Faculty Opportunities website and “cc” the Dean, Department Chair, Committee Chair, respective CAO and the Budget Office.
• If changes are made to the requisition 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 or position announcements that have been changed/edited, notify the document creator (Department Chair) and Dean so changes can be discussed before being finalized.

Once the employment requisition, recruitment plan and position announcement have received all necessary approvals, Human Resources will post the faculty position announcement on the UTEP Faculty Opportunities Website within 48 hours. External advertisements at this point may be placed either directly by the department or by HR.

• If changes are made after HR posts the advertisement on the UTEP website, the position announcement will need to go again through all the necessary approvals. The HR department will remove the outdated position announcement and post the modified announcement to reflect a new posting date.

**RECRUITMENT ACTIVITIES AND OUTREACH**

Publicity for a position should be designed to attract a qualified pool of applicants, which would also include efforts to reach out to qualified members of underrepresented groups. This involves careful planning and can be accomplished in several ways.

- Examine past recruitment methods to determine what has and has not worked.
- Avoid spending funds in areas that have not been helpful in recruiting qualified diverse applicants previously.
- In addition to the specific activities that the search committee engages in, the Equal Opportunity Office will expand in efforts to try and broaden the diversity of the applicant pool which will be explained in the next section.

**Equal Opportunity Office Efforts**

The Equal Opportunity Office lends assistance to academic departments by sending outreach letters and position announcements to universities that are known for graduating minority PhDs.

Listing of Minority Doctorate Granting Institutions..................................................pg. 26
Additionally, the Equal Opportunity Office posts every faculty position announcement in diversity-related list-servs/websites and web advertisements containing all open faculty positions in diversity-related publications.

In accordance to new 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 through HR will target Individuals with Disabilities and Protected Veterans.

The Equal Opportunity Office researches, on an on-going basis, 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.

The Equal Opportunity Office also has limited funds available to assist departments with diversity-related recruitment activities. The 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.

**External Advertising**

Faculty position announcements will be advertised internally (www.utep.edu/employment) and externally. External faculty position announcements shall be advertised in publications with national circulation. The department is strongly encouraged to place one print and/or electronic/web-based advertisement per position in a national professional journal. HR can assist with placing the advertisements or the departments have the option of placing their own external advertisements. The department is responsible for the cost of the advertisement.

All faculty position announcements will be automatically placed in the UTEP Faculty Opportunities website by HR. This will be done at no cost to the department and or college.

**Applicant Pool**

An applicant pool consists of persons who have submitted complete application packets and meet the minimum required qualifications, in response to an advertised vacancy within the specified posting period. Applicants will not become a part of the applicant pool unless they submit a complete application packet in response to the relevant advertised vacancy.

For every faculty search, applicant pool information is maintained in the department for a period of three years from the time of hire. We recommend keeping search materials for 3 years from the end of the fiscal year in which the search closes (i.e. materials for a search that closes on February 12, 2015 are to be retained until August 31, 2018).
Increasing the Diversity of the Applicant Pool

Keep in mind that advertising is not the only means by which to increase the diversity in your applicant pool. To attract 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 each and every open 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 your 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 scholars in your field. 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 that they will recommend to advertise the position
- 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;
- Publications targeting minority audiences;
- National association newsletters;
- Letters requesting nominations from presidents, Provost/VPAAs, 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 Form all diversity initiatives undertaken throughout the search. Maintain all correspondence and documents related to diversity outreach efforts.
Guidelines for Recruiting at Academic and Professional Conferences

Some departments attend professional conferences to identify potential candidates and conduct interviews. Meeting with potential applicants must be informal if the individual has not officially applied for your open position. For example, if you are attending a conference before you have officially opened a search, you may informally meet with people to talk about UTEP, your department and discuss potential faculty openings.

Formal interviews are permitted at conferences if the individual has applied for an open position. For example, if your position was opened in September, and you attend a conference in October you are permitted to schedule applicants for interviews at that conference. If an individual has not applied for an open position, they should not be formally interviewed.
SEARCH PROCESS CHECKLIST

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 and the 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. ☐ Obtained necessary approvals to post the faculty position(s).
2. ☐ Documented diversity efforts on the Faculty Recruitment Plan Form.
3. ☐ Assigned/identified the faculty search committee chair and committee members.
4. ☐ Completed and forwarded the Faculty Employment Requisition Form, position announcement (text) and Faculty Recruitment Plan Form to the Dean and EO Office to begin the approval process.
5. ☐ Worked with the Office of Human Resources to coordinate advertising for the position (optional).
6. ☐ Met with the Equal Opportunity Office for a briefing; discuss administrative procedures, equal opportunity guidelines and diversity initiatives.
7. ☐ Enlarged the applicant pool by advertising with diversity publications or contacting colleagues. (at the minimum 5 contacts per faculty member on the search committee).
8. ☐ Reviewed required vs. preferred qualifications with search committee.
9. ☐ Sent acknowledgement letters and affirmative action surveys to all applicants.
10. ☐ Forwarded the EO Office applicant materials (i.e. CV, interest letter, references) upon receipt.
11. ☐ Completed the Qualifications Matrix Form to assist in the evaluation of applicants.
12. ☐ Requested the certification of the applicant pool to initiate applicant review prior to contacting any applicant.
13. ☐ Sent regret letters to those applicants who will not be considered further for the position (i.e.: those which the search committee is in agreement will not be considered further).
14. ☐ The Search Committee requested approval of “short list” and/or “interview list” prior to inviting candidates for phone/Skype or conference interview(s).
15. ☐ Reviewed the interview guidelines (pg. 38-39 Faculty Search & Selection Handbook); create interview questions, schedule interviews and send interview dates to the EO Office.
16. ☐ The Search Committee requested approval of “campus visit” prior to extending an invitation to the candidate(s).
17. ☐ Notify the EO Office of committee’s recommendation for hire upon sending to the Department Chair and or Dean.
18. ☐ Send non-selection letters to remaining candidates.
19. ☐ Removed all position announcements and advertisements upon acceptance of position.
20. ☐ Completed the Applicant Pool Record (APR) Form, indicating reasons for non-selection and selection; send completed form to the EO Office.
21. ☐ Ensured that all original search materials are retained in conjunction with state records retention Guidelines.
22. ☐ Evaluated the search process and outcome.
DOCUMENT RETENTION CHECKLIST

Electronic form found on the eoaa website
http://admin/utep.edu/eoaa

1. □ Employment Requisition & Advertisement
2. □ Acknowledgement Letter & Survey
3. □ 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, conference attended)
4. □ Selection Criteria
   (Qualification Matrix, Notes or Materials used to screen/evaluate applicants)
5. □ Telephone interview
   (Interview questions, Notes or Materials used to evaluate applicants)
6. □ Campus Interview
   Informational Packets given to candidates
   Interview Itineraries
   Interview questions
   Notes from the interview
   Evaluation of candidates (Matrix, Notes)
7. □ Reference Check
   Reference List
   Notes from conversation with references
8. □ Final Recommendation
   Documentation related to final candidate recommendation (Matrix, Notes)
9. □ Applicant Pool Record (APR)
10. □ Evaluation of the Search
    Best Practices Observed
    Suggestions, recommendations for future searches
    Considerations:
    • Position announcement attracted a broad/narrow pool of applicants
    • Could more active recruitment taken place
    • Is the department attractive to women/minorities
    • Criteria for position consistently met/not met by women or minority candidates
    • If women/minority candidates accepted/declined offers, what were the reasons given

Rev. 08/2014
**Faculty Employment Requisition Form**

Electronic form found on the eoaa website

http://admin/utep.edu/eoaa

**Position Information**

- Anticipated Appointment Date:
- Position Title:
- Replacement: [ ] Yes [ ] No
- Faculty Member being replaced:
- Department / Program Name:
- College:
- Hiring Official:
- Department Chair:
- Search Committee Chair:
- Salary Advertised: Depending on Experience (DOE)
- Salary Account #:

**Application Procedure**

(Should be consistent with position announcement)

- [ ] Letter of Interest
- [ ] Curriculum Vitae
- [ ] 3 Current References
- [ ] Transcript

Other:

- Review of Applications begin: Immediately
- Closing Date: Until filled

Send Applications to:

- Recipient Name:
- Title:
- College:
- Department:
- E-mail:

**Advertisement**

All position announcements are automatically posted on the UTEP website at no cost.

Please complete the Faculty Recruitment Plan to outline external/diversity advertisement initiatives.

- Will HR be assisting you with external advertisements? [ ] Yes [ ] No

**Search Committee**

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<th>Name</th>
<th>Department</th>
<th>E-mail Address</th>
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Search committee appointed by: [ ] Dean [ ] Department Chair

**Office Use Only**

EO Tracking Number:

Rev. 08/2014
GENERAL INSTRUCTIONS
FACULTY EMPLOYMENT REQUISITION FORM

POSITION INFORMATION
• Position Title: All titles and job code numbers are listed in the current Pay Plan. If not listed, please contact the Human Resources Office at 747-5202.
• Full-Time or Part-Time: Check applicable status
• Replacement: Confirm the Faculty member to be replaced: Provide name of Faculty member being replaced
• Department / Program Name: Name of hiring department or program for the faculty position.
• Hiring Official & Ext: Name of person who will approve and submit recommendation for hire at the college level (Dean) and his/her phone extension.
• Department Chair & Ext: Name of chair of the hiring department and his/her phone extension.
• Search Committee Chair & Ext: Name of person chairing the search committee and his/her phone extension, if different from Hiring Official.
• Advertise Salary as Depending on Experience (DOE): All Faculty salaries will be advertised depended on experience.
• Salary Account #: Indicate Salary Account number that will fund this position. Salary Account has to be for faculty salaries only.

APPLICATION PROCEDURE
• 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.
• Review of Applications Begins/Closing Date: Include the date the reviewing of applications will begin, the last day applications will be accepted if applicable.
• Send Applications To: This section should be consistent with the “To Apply” instructions for the applicants in the position announcement.

ADVERTISEMENT
• All faculty positions are advertised in the University’s Faculty Employment Opportunities Web Page (http://utep.edu/employment) at no cost.
• Complete the Faculty Recruitment Plan Form to outline external and diversity advertisements.
• All Recruitment Plans require diversity outreach initiatives.
• Will HR be placing the advertisements for this position?: Check YES if HR will assist in the placement of the advertisement(s) in the publications listed or check NO if the advertisements will be placed by someone else.
• Account number to be charged for advertisements: If HR 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.

SEARCH COMMITTEE
• List the names, department and email address of the individuals appointed to be part of the search committee.
• Indicate if the members of the Search Committee were appointed by the Dean or Department Chair.
**FACULTY RECRUITMENT PLAN**

Electronic form found on the eoaa website

[http://admin.utep.edu/eoaa](http://admin.utep.edu/eoaa)

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**Equal Opportunity Office**

**Faculty Recruitment Plan**

**FY:**

**College:**

**Target Hire Date:** April 1st

**Department:**

<table>
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<th>Position</th>
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| Committee Chair |

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All Faculty Recruitment Plans should include diversity outreach initiatives.

Diversity outreach refers to sources that target protected minority candidates, for a list of diversity sources go to [www.utep.edu/eoaa](http://www.utep.edu/eoaa).

### Human Resources

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<th>Source Name</th>
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<th>Ad Format</th>
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### Equal Opportunity Office

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<td>Hispanic Outlook</td>
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<td>Yes</td>
<td>N/A</td>
<td>Contact</td>
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### External Advertisements

Please indicate in the last column if HR will be assisting with external advertisement. If so, please provide an account number.

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Office Use Only

RO Tracking Number:

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Rev. 06/2014
GENERAL INFORMATION

- **Fiscal Year (FY):** Fiscal year in which the recruitment process will take place and the faculty hire is going to be made.
- **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:** Name of hiring department.
- **Committee Chair:** Name of person chairing the search committee.
- *All Faculty Recruitment Plans should include diversity outreach initiatives.*

HUMAN RESOURCES (HR)

- All faculty positions are advertised by HR in the University’s Faculty Employment Opportunities Web Page ([http://utep.edu/employment](http://utep.edu/employment)) at no cost.
- For compliance purposes, all faculty positions will be advertised by the HR department 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.

EQUAL OPPORTUNITY (EO) OFFICE

- Faculty positions will be advertised by the Equal Opportunity Office at the sources listed under this section at no cost to the department or college, with the purpose to bring diversity into the applicant pool.
- Some diversity sources listed are only available for those faculty searches identified by the EO Office.

EXTERNAL ADVERTISEMENTS

- If HR will be assisting in the placement of any of the external advertisements, please provide the account number to be billed for advertisement cost.
- **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 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.
- **Cost:** State the cost incurred for the external advertisement according to the posting period stipulated.
- **HR:** Select the box for those advertisements that will be posted with the assistance of the HR department.
POSITION ANNOUNCEMENT
**Full Advertisement**

UNIVERSITY OF TEXAS AT EL PASO
COLLEGE OF HEALTH SCIENCES
DEPARTMENT OF REHABILITATION SCIENCES
ASSISTANT or ASSOCIATE PROFESSOR-OCUPATIONAL THERAPY

POSITION DESCRIPTION: The University of Texas at El Paso is seeking a full-time, 9-month, tenure-track Assistant or Associate Professor for its growing, dynamic Master’s of Occupational Therapy Program. Responsibilities include teaching and mentoring at both the undergraduate and graduate levels, including an opportunity to participate in the new Interdisciplinary PhD Program. The successful candidate will be expected to maintain an active research agenda, secure extramural funding and serve on departmental and university committees. Anticipated appointment date is fall (FY).

ABOUT UTEP & EL PASO: 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 enrolls more than 23,000 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, including bilingual education/language acquisition, border security and immigration, environmental sustainability and infrastructure, health disparities and communicable diseases, and international trade and commerce.

The region’s center for intellectual capital, UTEP has awarded more than 118,000 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, a larger contribution than either the transportation or construction sectors. The University has created an estimated 6,577 jobs in the region through its presence.

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

For sports fans, the UTEP Miners offer exciting Division I college athletics at Sun Bowl Stadium, the Don Haskins Center, University Field, the Helen of Troy Softball Complex, and Kidd Field. Southwest University Park located in El Paso’s lively downtown is home to the El Paso Chihuahuas, the San Diego Padres AAA baseball team.

PREFERRED QUALIFICATIONS: Specialization/experience in the area of stroke-related or psychiatric rehabilitation; licensed in the state of Texas; member of the American Occupational Therapy Association.

SALARY: Depended upon experience.

APPLICATION PROCEDURE: Review of applications will begin immediately and applications will be accepted until the position is filled. Applicants must submit letter of interest (indicating the rank at which they want to be considered), curriculum vita and 3 current references to:

Jane Doe OTD, OTR, Search Committee Chair
UTEP Department of Rehabilitation Sciences
Occupational Therapy Program
1101 N. Campbell, Box 410B, El Paso, TX 79902;
or email: jdoe@utep.edu

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.
POSITION ANNOUNCEMENT
**Short Advertisement**

UNIVERSITY OF TEXAS AT EL PASO
COLLEGE OF HEALTH SCIENCES
DEPARTMENT OF REHABILITATION SCIENCES
ASSISTANT or ASSOCIATE PROFESSOR - OCCUPATIONAL THERAPY

POSITION DESCRIPTION: The University of Texas at El Paso is seeking a full-time, 9-month, tenure-track Assistant or Associate Professor for its growing, dynamic Master’s of Occupational Therapy Program. Responsibilities include teaching and mentoring at both the undergraduate and graduate levels, including an opportunity to participate in the new Interdisciplinary PhD Program. The successful candidate will be expected to maintain an active research agenda, secure extramural funding and serve on departmental and university committees. Anticipated appointment date is fall (FY).

The Occupational Therapy program is part of the College of Health Sciences, which includes occupational therapy, physical therapy, kinesiology, health promotion, and clinical lab science. For more information regarding the Department of Occupational Therapy at UTEP, please visit our website: [http://academics.utep.edu/occupationaltherapy](http://academics.utep.edu/occupationaltherapy).

REQUIRED QUALIFICATIONS: At either rank an earned doctorate in occupational therapy or related area in hand by start date; the ability to effectively teach and mentor students; a commitment to service-learning and community outreach opportunities; and eligibility for licensure in the state of Texas. Additional required qualifications at the Associate Professor rank are an established record in scholarly activity, research, clinical practice and grant-writing.

PREFERRED QUALIFICATIONS: Specialization/experience in the area of stroke-related or psychiatric rehabilitation; licensed in the state of Texas; member of the American Occupational Therapy Association.

APPLICATION PROCEDURE: Review of applications will begin immediately and applications will be accepted until the position is filled. Applicants must submit letter of interest (indicating the rank at which they want to be considered), curriculum vita and 3 current references to:

Jane Doe OTD, OTR, Search Committee Chair
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or email: jdoe@utep.edu.

For more information about UTEP, visit our website at [www.utep.edu](http://www.utep.edu)

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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 23,000 students, a majority of whom are Hispanic and many who are the first in their families to attend college. Ranked among the Top 10 universities in the nation by Washington Monthly magazine and #1 for improving student social mobility, UTEP is dedicated to becoming 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 Washington Monthly magazine’s 2014 ranking of UTEP as one of the Top 10 universities in the nation. For the third consecutive year, UTEP was ranked #1 in the social mobility category for its success in helping students achieve their dreams.

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 23,000 undergraduate and graduate students, and that number continues to increase annually.

UTEP offers a broad array of degree programs – 72 bachelor’s, 73 master’s, and 20 doctoral degrees taught by outstanding faculty who have been recognized for their commitment to student success.

The University’s record of receiving extremely competitive grant awards reflects the quality of UTEP’s faculty and their sustained commitment to excellence 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 at the heart of the U.S.–Mexico border region in one of the largest binational communities in the world. El Paso is a highly livable, bicultural community of 800,000 people, which offers affordable homes and attractive neighborhoods. It has been named among the safest large cities in the United States. 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, including bilingual education/language acquisition, border security and immigration, environmental sustainability and infrastructure, health disparities and communicable diseases, and international trade and commerce.

About UTEP and El Paso—Long Version
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 enrolls more than 23,000 students – about 80 percent of them Hispanic – and is the only doctoral research university in the nation with a majority Mexican-American student body.

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For sports fans, the UTEP Miners offer exciting Division I college athletics at Sun Bowl Stadium, the Don Haskins Center, University Field, the Helen of Troy Softball Complex, and Kidd Field. Southwest University Park located in El Paso’s lively downtown is home to the El Paso Chihuahuas, the San Diego Padres AAA baseball team.
MINORITY DOCTORATE GRANTING INSTITUTIONS

- Arizona State University
- Florida International University
- Florida State University
- Harvard University
- Howard University
- New Mexico State University
- Nova Southeastern University
- Ohio State University
- Oklahoma State University
- Rice University
- Stanford University
- Texas A&M University
- Universidad de Puerto Rico – Mayaguez
- Universidad de Puerto Rico – Rio Piedras
- University of Arizona
- University of California Berkeley
- University of California Davis
- University of California Irvine
- University of California Los Angeles
- University of California Riverside
- University of California San Diego
- University of California Santa Barbara
- University of California Merced
- University of California San Francisco
- University of California Santa Cruz
- University of Florida
- University of Houston
- University of Illinois at Urbana-Campaign
- University of Maryland
- University of Michigan-Ann Arbor
- University of New Mexico
- University of North Carolina at Chapel Hill
- University of Oklahoma
- University of Southern California
- University of Texas at Austin
- University of Wisconsin-Madison

- Hispanic Outlook in Higher Education
  (http://www.hispanicoutlook.com/top-100-schools/)
  The Hispanic Outlook in Higher Education Magazine publishes a list of the Top 100 schools for Hispanic students.

- 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)
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 and the EO Office is required before the search can proceed to the next step:

**Important Steps Requiring Dean and EO Review and Approval**

1. Posting the faculty position announcement; review of the employment requisition, recruitment plan and position announcement;
2. Certifying the applicant pool (prior to contact with candidates);
3. Short list (prior to contact with candidates);
4. Telephone/Conference list;
5. Campus interview list (prior to scheduling interviews);
6. Recommendation for hire (prior to Dean extending employment offer).

**Step 1: Application Acknowledgement & Affirmative Action Information Surveys**

All applicants who apply for an open position must be provided an Affirmative Action Information Survey. The EO Office will provide the Search Committee Chair an electronic Affirmative Action Information Survey which will need to be forwarded to the applicant(s) along with the application acknowledgement letter. This is a perfect opportunity to notify the applicant if there are missing application materials. It is recommended that applications be acknowledged within one week of their receipt.

Applicants who opt to complete the Affirmative Action Information Survey will send it directly back to the EO Office where it will be tracked in conjunction with federally-mandated applicant tracking obligations. The affirmative action survey information is also utilized by the EO Office when assessing the diversity of the applicant pool.

Applicant Acknowledgement Letter.................................................................pg. 38

**Step 2: Determining Selection Criteria**

Before you begin to review applications, the committee must clearly understand what qualities, skills, experience and knowledge are **required** to successfully perform the job. Your 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 your required and preferred criteria (i.e. the weight to be given to research versus teaching experience).
Step 3: Certifying the Applicant Pool
Prior to the Search Committee screening or contacting any applicants, the respective Dean and the EO Office are responsible for reviewing and approving the diversity of the applicant pool. When reviewing the applicant pool, the EO Office is also recording applicant information for federally mandated applicant tracking purposes. Search Committee Chairs should forward applications to the EO Office as they are received in electronic form. Once you have a sufficient pool assembled, you would then contact the EO Office and request to certify the applicant pool. If women and minorities are not represented in the applicant pool, the pool may not be approved and the Search Committee may be required to engage in additional recruiting efforts before proceeding.

Step 4: Preliminary Screening of Applicants
Once the applicant pool has been certified by the respective Dean and the EO Office, the search committee may begin the review of applications. Preliminary screening of applicants should typically be based solely on the minimum required qualifications as stated in the job announcement. Consider utilizing the sample Applicant Evaluation Cover Sheet to determine who meets the required qualifications and who does not. Once you have determined who meets the minimum required qualifications, those applicants may be further evaluated. The applicants who do not meet the minimum required qualifications may not continue to be considered for the position. At this time, you should notify any candidates who did not meet the minimum required qualifications for the position that they are no longer under consideration.

Applicant Evaluation Cover Sheet.................................................................pg. 39
Applicant Regret Letter............................................................................pg. 40

Step 5: 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 to help narrow the qualified applicants to a short list. The Qualifications Matrix may be customized to meet the needs of your search.

Qualifications Matrix......................................................................................pg. 41

Utilizing the Applicant Evaluation Cover Sheet and Qualifications Matrix will also assist the Search Committee Chair in completing the Applicant Pool Record (APR) Form at the conclusion of the search. The APR form will be requested at the end of the search process.
Step 6: Approval of Short List
The Search Committee Chair must notify the EO Office, Department Chair and Dean once a list of semi-finalists (“short-list”) has been determined. The Department Chair and Dean must review and EO office approves this list before the search proceeds. It is recommended that the short list be unranked, although initial preference for certain candidates may be indicated. One of the following actions will be taken by the EO Office at the time of the short list review:
- Approve the recommended short list and allow the search to proceed to the interview stage;
- Instruct the Search Committee to re-review the other applications and recommend additional short list candidates;
- Instruct the Search Committee to continue receiving and reviewing additional applications before proceeding;
- Recommend that the search close.

Step 7: Telephone/Skype Interviews
Telephone or Skype interviews can be an effective and low-cost method of screening short list applicants. If you plan to conduct telephone or Skype interviews, the applicant pool and short list should be approved by the EO Office prior to scheduling the phone or Skype interviews. Please email the phone interview schedule to the EO Office.

It is important that the Search Committee develop a structured telephone interview format in advance. The Committee should identify the questions that will be asked of all candidates. A written summary of each phone 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, just like in-person interviews, follow a consistent format and the results of each interview are documented. Below you will find some tools to assist with this process.

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

Step 8: Approval of Candidates for On-Campus Interview
Once the search committee has narrowed down the short list to a recommended campus interview list, submit that list to the EO Office and “cc” the Department Chair and respective Dean. The EO Office will review the campus interview list with respective Dean and provide feedback (approval or different recommendation). The Dean and the EO Office must review and approve prior to scheduling the campus visit interviews. Also remember to get appropriate administrative approval from the Dean before scheduling campus interviews.
Step 9: 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 education, 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.
- 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.
- Do 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—ask the same core questions to all candidates.
- 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
- 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 highly 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.

Colloquium Evaluation Form........................................................................................................pg. 46

**Tips for Legal Interviewing**

- According to the Equal Employment Opportunity Commission (EEOC), questions regarding race, color, sex, religion, age, genetic information, and national origin 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. You are 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 Guidelines for clarification of legal issues and basic guidelines in pre-employment inquiries.

Interview Guidelines..................................................................................................................pg. 42

- 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 described in the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. Please contact the EO Office for more information on this topic, as state and federal laws regarding this issue are complex.

**Communicating with the Candidate about the Campus Interview**

Before the visit, the Search Committee should send the candidate information about the university and an interview itinerary. Allow enough time for the candidate to review these materials prior to arriving in El Paso. In addition, the EO Office provides Search Committees 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. If time does not permit, plan on giving the information to the candidate upon their arrival.

Campus Interview Letter.................................................................................................................pg. 47
The Interview Itinerary

The campus interview is your opportunity to tell 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 your 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. Some tips:

- Create the interview itinerary in a manner that showcases the spirit and enthusiasm that is UTEP;
- 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;
- 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);
- Make sure candidates are escorted throughout their visits and never left to “fend for themselves”;
- Meals and/or receptions that are scheduled for one candidate should be scheduled for all candidates;
- Utilize a variety of different venues during the interview. Consider including spaces like the Library, the Undergraduate Learning Center (UGLC), or the Geology Reading Room.

Step 10: Checking References

The Search Committee may request letters of recommendation and/or check references which are provided by the candidate. Other references should 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 48

- 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 11: 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 Dean and the EO Office, who will both determine if the search may proceed. If there are no issues, the Dean will request that the EO Office prepare information 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 reevaluate 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 12: 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:

- Position
- Rank
- Tenure status
- Startup package commitment with related expectations
- CVs of other interviewees
- EO Office verification of search compliance

The Provost/VPAA will send an email to the President affirming or amending 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 discusses it 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 letter, the Dean’s Office notifies the Department Chair, the Provost/VPAA, HR, Budget and the EO Office via electronic copy.
of the signed letter. A Dean may close the current search and reopen a new search if the current search results in no accepted offers.

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 vita, 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. If a University department obtains approval to sponsor a beneficiary for either an H-1B or Labor Permanent residence, they should contact the Office of Human Resources and work with the Immigration Manager to initiate the process.

- Ms. Arizvé Ochoa-Retana, Immigration Manager in the Office of Human Resources may be reached at (915)747-7509 or email: aoretana@utep.edu for guidance and information.
  - 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. Immigration Manager will provide H1-B forms.
    - Processing time takes 6-8 weeks upon receipt of completed documents from both department and employee (if process is completed premium processing). Immigration Manager 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).
  - Recruitment sources – include Applicant Record Pool form with completed reasons for non-hire, copies of all applicants’ resumes and/or documents requested on job posting.
  - 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 their department. HR will assist the department and applicant in the completion of visa documents where information regarding University or employment information is required.

Please remember that 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. For more information, contact HR.

**Step 13: Closing the Search**

If the faculty position is filled: If a position is successfully filled, the search will be closed. Applicants should be notified by letter or email when a search has been closed.

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 by letter or email when a search is closed. If the same position reopens in the future, prior applicants must reapply if they are interested.

*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. It is recommended that you wait to send regret letters to any candidates who may still be under consideration until you are certain that you will not need to go back to the applicant pool to
select additional semi-finalists. Regret letters may be sent to applicants at various stages throughout the search, for example:

- When an applicant applies after the deadline indicated in the position announcement, and thereby will not be considered for the position;
- 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).

Applicant Regret Letter..................................................................................................................pg. 40

You may also choose to send “update” letters to applicants throughout the search if you want to let them know the status of the search. This type of contact with the applicants should be uniform and contact should be kept at an appropriate level, so that all applicants enjoy equal access and opportunity during the search. Applicants appreciate communication throughout the search process and it reflects well on the hiring department when applicants are kept informed as to the status of their application.

Applicant Search Update Letter.....................................................................................................pg. 49

Removal of Position Announcement
Remember to remove any advertisements associated with your position once the position has been filled or the search closes without filling, or contact HR if they assisted in placing the advertisements. HR is responsible for removing the advertisement from the UTEP website, once they are notified about the status of the search. The Faculty Recruitment Plan Form can be a tool to help you identify which advertisement sources need to be contacted to remove the faculty position announcement.

Applicant Pool Record (APR) Form
Once the position has either been filled or it has been determined that the search will close without a hire, the search committee needs to complete the Applicant Pool Record (APR) Form. The EO Office will send this form to the Search Chair electronically at the outset of the search and again upon receiving notification of the final status of the search.

It is recommended that the APR form be completed and updated throughout the search, as it can be difficult to recall details like dates of interviews and reasons for non-selection. Refer to Search Committee meeting notes and related documentation to assign accurate non-selection reasons for
all candidates not selected for the position. You will also be asked to document the dates of interviews and the selection reason for the candidate who was hired.

While a department administrative assistant or secretary may complete most of the APR form, the form must be certified for accuracy (particularly regarding the non-selection reasons) by the Search Committee Chair or Department Chair. The APR form serves as the official record of the search and will be placed in the search files in the EO Office. This information must be completed and maintained in accordance with state and federal law.

Applicant Record Form (APR)………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………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APPLICANT ACKNOWLEDGEMENT LETTER

<Date>

<Dr. /Mr. /Ms. Name>
<Home Address>
<City, State, Zip Code>

Dear <Dr. /Mr. /Ms. Name>:

Thank you for applying for the position of <title of position> in the <name of department> at the University of Texas at El Paso, <name of College>. Your application will be complete once the materials listed below are received. Please forward this missing item to complete your application packet as quickly as possible, so there is no further delay in considering your application.

► 3 Letters of Recommendation

OR

Thank you for applying for the position of <title of position> in the <name of department> at the University of Texas at El Paso, <name of College>. The Search Committee is in receipt of your application materials and is pleased that you have expressed an interest in the position. At this time your application is considered complete.

Please complete the Affirmative Action Survey by clicking in the following link: <survey link provided by EO Office for the search> or copy paste the URL into your internet browser.

The information you voluntarily provide will be kept confidential and viewed only by the University’s Equal Opportunity Office. The information is used only to assist in assessing the effectiveness of outreach efforts, and will have no bearing on the selection process.

Again, thank you for your interest in the University of Texas at El Paso. The Search Committee will be in contact as the search progresses.

Sincerely,

<Name of Search Committee Chair>
Chair, Search Committee
**APPLICANT EVALUATION COVERSHEET**

Sample

(Electronic form found on the eoaa website)

http://admin.utep.edu/eoaa

---

| Applicant Name: | Position: | Application Date: |

---

Application Materials Received

**Required Qualifications (from position announcement)**

- Letter of Interest
- Curriculum Vita
- 3 Current References
- Transcripts
- Other

**PhD degree – Field:**

**School:**

**Date:**

**Research area:**

**Experience with graduate teaching**

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**Preferred Qualifications (from position announcement)**

- 2 years experience teaching
- Post-doc experience

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**Notes:**

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Evaluator Name: __________________ Date: ____________

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Notes: __________________

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Evaluator Name: __________________ Date: ____________

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Notes: __________________

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Evaluator Name: __________________ Date: ____________

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Notes: __________________

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Evaluator Name: __________________ Date: ____________

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Department Checklist

- Affirmative Action Survey sent
- Acknowledgement Letter sent
- Interview itinerary/letter sent
- Recruiting Folder from EO sent
- Resume/Letter sent
- References checked

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Action

- Short List
- Phone Interview
- Campus Interview
- Recommend for Hire

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Rev. 08/2014
APPLICANT REGRET LETTER

Date

Name
Home Address
City, State, Zip Code

Dear <Dr. /Mr. /Ms. Name>:

Thank you for your interest in the position of <title of position> in the <name of department> at the University of Texas at El Paso, <name of College>.

We were fortunate that the response to our advertisement yielded many qualified applicants, and the Search Committee reviewed each one carefully. Your credentials and experience are impressive (Insert A, B, C, D, E, F)

A. ; however, your qualifications do not meet our needs at this time.
B. ; however, the Search Committee has scheduled interviews for those candidates whose qualifications most closely relate to the requirements of the position. We regret to inform you that you are not among those still under consideration.
C. and we appreciate the time you spent interviewing; however, we have filled the position with a candidate whose qualifications better meet our needs at this time.
D. ; however, another candidate whose qualifications more closely meet our needs has been selected for the position.
E. ; however, we will not be filling the position at this time and have closed the search.
F. ; however, we will not be filling the position and have closed the search. We have plans to open a new search and interested, qualified applicants may apply according to the position announcement, which will be available at http://www.utep.edu/employment.

I want to express our sincere appreciation for your interest in employment with the University of Texas at El Paso, and wish you success in the pursuit of your career goals and future endeavors.

Sincerely,

Chair,
Search Committee
# 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 evaluations to look beyond one measure (i.e., publishing records). Any applicants who score a “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.

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Education</th>
<th>Teaching Experience</th>
<th>Research</th>
<th>Publications</th>
<th>Professional Certification/License</th>
<th>Points</th>
</tr>
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<td>Required</td>
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**INTERVIEW GUIDELINES**

<table>
<thead>
<tr>
<th>Category</th>
<th>Permitted</th>
<th>Prohibited</th>
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</thead>
<tbody>
<tr>
<td>Race/Color</td>
<td>None</td>
<td>Any inquiry which would indicate race or color</td>
</tr>
<tr>
<td>Sex</td>
<td>None</td>
<td>Any inquiry made of members of one sex, but not the other. Any inquiry concerning candidate’s height or weight</td>
</tr>
<tr>
<td>Gender/Sexual Orientation/Gender Identity</td>
<td>None</td>
<td>Any inquiry which would indicate gender, sexual orientation or gender identity.</td>
</tr>
<tr>
<td>National Origin/Citizenship</td>
<td>What languages do you speak fluently? Do you currently have authorization to work in the US? Do you require employer sponsorship?</td>
<td>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</td>
</tr>
<tr>
<td>Religion</td>
<td>None</td>
<td>Any inquiry which would indicate or identify religious denomination or beliefs</td>
</tr>
<tr>
<td>Marital/Family Status</td>
<td>Have you ever worked under a different name?</td>
<td>Any inquiry or discussion about marital status, children, pregnancy, child care arrangements, family plans, maiden name</td>
</tr>
<tr>
<td>Military Service</td>
<td>Type of education and experience as it relates to job</td>
<td>Any inquiry into type of discharge or request of military service records</td>
</tr>
<tr>
<td>Age</td>
<td>None</td>
<td>Any inquiry which may reveal applicant’s age, requiring birth certificate or proof of age</td>
</tr>
<tr>
<td>Disability</td>
<td>Can you perform all of the essential job functions with or without a reasonable accommodation? Contact EO Office for more information on handling accommodations.</td>
<td>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</td>
</tr>
<tr>
<td>Photograph</td>
<td>None</td>
<td>A photograph should not be requested or obtained of any candidate</td>
</tr>
<tr>
<td>Convictions/Arrests</td>
<td>Inquiries into convictions of felonies related to qualifications of the job</td>
<td>Any inquiry relating to arrests, contact HR for information on criminal background checks.</td>
</tr>
<tr>
<td>Genetic Information</td>
<td>None</td>
<td>Any inquiry which would indicate genetic information</td>
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</table>

**Remember:** *permitted* questions should be asked *only* if asked of *all* candidates

**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 GUIDELINES

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?
**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 and the School of Nursing
  - Soon to celebrate its Centennial year
  - More than 23,000 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
  - Approximately 800,000 population, 77% Hispanic
  - The U.S.-Mexico borderplex that includes El Paso and Juarez, Mexico, has a total of nearly three million people
  - 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.”
### 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

<table>
<thead>
<tr>
<th>Interview Questions</th>
<th>Rating</th>
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<tr>
<td>1) Describe the contributions you can make to the Department/University.</td>
<td></td>
</tr>
<tr>
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<td>5) What are your ideas to involve undergraduate students in your research?</td>
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</tr>
<tr>
<td>7) How do you plan to obtain funding for your research?</td>
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</tr>
<tr>
<td>8) How will this position and UTEP help you reach your career goals?</td>
<td></td>
</tr>
<tr>
<td>9) Do you have any questions about the position, department or UTEP?</td>
<td></td>
</tr>
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**TOTAL POINTS**

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

**Recommend campus interview?**  _____ Yes  _____ No

**Committee Member/Evaluator’s signature:** ____________________________  **Date:** __________

Rev. 08/2014
# COLLOQUIUM EVALUATION FORM

## SAMPLE

Electronic form found on the eoaa website: [http://admin.utep.edu/eoaa](http://admin.utep.edu/eoaa)

## COLLOQUIUM EVALUATION FORM

<table>
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<tr>
<th>Speaker: ___________________________</th>
<th>Date: ______________</th>
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<tr>
<td>Completed by:</td>
<td>Faculty Member</td>
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<tr>
<td>Title of talk and main points of the Speaker's presentation:</td>
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Rate the following aspects of the presentation. In support of each rating provide a brief statement of your assessment.

1. **Organization of the talk:**
   - Poor (1)
   - Excellent (3)

2. **Speaker's knowledge of the subject:**
   - Poor (1)
   - Excellent (3)

3. **Speaker's use of visual aids:**
   - Poor (1)
   - Excellent (3)

4. **Speaker's ability to address questions:**
   - Poor (1)
   - Excellent (3)

5. **Speaker's research presentation aligns with UTEP's Mission of serving the 21st century demographic:**
   - Poor (1)
   - Excellent (3)

6. **The Speaker has a clear research agenda & demonstrates a high potential of implementing:**
   - Poor (1)
   - Excellent (3)

7. **Overall rating of Speaker's presentation:**
   - Poor (1)
   - Excellent (3)

Rev. 08/2014
CAMPUS INTERVIEW LETTER

<Date>

<Dr. /Mr. /Ms. Name>
<Home Address>
<City, State, Zip Code>

Dear <Dr. /Mr. /Ms. Name>:

I am delighted that you have accepted our invitation for a campus interview. I am enclosing information regarding your flight and hotel accommodations, as well as a tentative itinerary. Additionally, you’ll find a folder with information to acquaint you with UTEP and the city of El Paso.

Thank you for your interest in the University of Texas at El Paso. The faculty in the <name of department> are looking forward to your visit. Should you have any questions concerning your itinerary, please feel free to contact <Chair/Admin> at <phone/email>.

Regards,

Chair,
Search Committee or Department Chair

Enclosures
REFERENCE CHECK FORM

SAMPLE

(Electronic form found on the eoaa website)

http://admin.utep.edu/eoaa

REFERENCE CHECK 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: ______________

Rev. 08/2014
APPLICANT SEARCH UPDATE LETTER

Date

Name
Home Address
City, State, Zip Code

Dear <Dr. /Mr. /Ms. Name>:

This letter is to inform you that the Search Committee for the position of <title of position> in the <name of department> at the University of Texas at El Paso, <name of College> is still carefully reviewing applications. Your application is under review and we thank you for your patience. We will update you as the search progresses.

OR

This letter is to inform you that the search for <title of position> in the <name of department> at the University of Texas at El Paso, <name of College> is still active and we are in the process of determining our semi-finalist list. We look forward to conducting interviews in the near future, and will update you as the search progresses. We thank you for your continued patience and your interest in UTEP.

Sincerely,

<Name of Search Committee Chair>
Chair, Search Committee
# Applicant Pool Record Form (APR)

(Electronic form found on the eoaa website)

[Link to form: http://admin.utep.edu/ecoaa]

**Title**

[Insert title]

**Interviewer Name**

[Insert name]

**Reason for Rejection**

[Insert reason]

**Interview/Notes**

[Insert notes]

**Comments**

[Insert comments]

---

The APR form is used to record information about applicants who are being considered for faculty positions. It includes sections for applicant details, interview notes, and comments. The form is an important tool for maintaining an organized record of the search process.
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