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

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

From: Diana Natalicio

Subject: University Policy Statement on Equal Opportunity/Affirmative Action

The University of Texas at El Paso is an Equal Opportunity/Affirmative Action Employer. The University, in the administration of its employment policies and practices, will not discriminate against employees or applicants for employment because of race, color, national origin, sex, religion, age, genetic information, veteran status, disability, sexual orientation, or gender identity. The University will take affirmative steps to insure that applicants and employees are treated during all aspects of 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. UTEP’s commitment to providing equal opportunity also applies to students, applicants for admission and other beneficiaries seeking access to our programs, facilities or services.

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

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

Responsibility for implementation 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 EO Office or via the web: www.admin.utep.edu/eoaa
Importance of Diversity
Diversity is a collective mixture of differences that includes but is not limited to, individual’s characteristics, values, experiences, preferences, and behaviors. It is important to appreciate and support these differences, by doing so we create an environment where equity and mutual respect are intrinsic. Diversity will assist in innovation, success, and competitiveness. It also creates a positive effect on student development and prepares students to live and work in a diverse society.

### DIVERSITY AND RECRUITMENT ACTIVITIES

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

**Protected classes:**

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

**Affirmative action categories:**

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

Keep in mind that advertising is not the only approach to increase the diversity in 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;
- Social Media;
- 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 all outreach efforts to include diversity initiatives undertaken throughout the search. Maintain all correspondence and documents related to diversity outreach efforts.

Applicant Pool
An applicant pool consists of individuals who have submitted an online application in response to an advertised vacancy within the specified posting period. Applicants who do not submit a complete online application in response to an advertised vacancy must have a disposition code “incomplete application” provided to them on the online applicant tracking system. The Search Committee has the option to notify the candidates of their incomplete applications; however, please ensure that it is applied consistently throughout the faculty search process.

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

Listing of Minority Doctorate Granting Institutions………………………………….………pg. 26

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

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 and sample listings will be provided to the search committee during the briefing and/or update. The Equal Opportunity Office also has limited funds available to assist departments with diversity-related recruitment activities. 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.

Human Resources Office Efforts
In accordance to regulations applicable to the Office of Federal Contract Compliance Programs (OFCCP) Section 503 of the Rehabilitation Act and the Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA), additional recruitment efforts will target Individuals with Disabilities and Protected Veterans.
The purpose of this handbook is to provide uniform procedures for the recruitment and hiring of tenure and tenure-track University faculty and is meant to serve as a guide for Deans, Department Chairs, Search Chairs and Search Committee Members throughout the selection process. The procedures and resources in this handbook may also be used as a resource for best practices when filling non-tenure, non-tenure-track or other temporary faculty position; however, the information may not always be applicable for such positions.

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.

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

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

The Equal Opportunity Office
The EO Office will serve as a resource to provide strategies for increasing diversity of an applicant pool as well as assist with any questions that may arise during the faculty search process. We are responsible for collecting and assessing applicant pool demographics. This information is shared with the respective administrator(s) to determine approvals throughout the faculty search process. We will also monitor the faculty recruitment process to ensure compliance with search procedures and legal regulatory requirements. The EO Office will inform the Deans, Department Chairs, Search Committees, and/ or any individual involved with a UTEP faculty search about UTEP faculty recruitment process, diversity inclusion and equal opportunity best practices.

Deans and Department Chairs
The Dean will establish a recruitment budget for the respective College/Department to achieve the objectives of their recruitment plans.
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 the EO Office.
  - Corrective action is taken to address confirmed irregularities in the process, including the cancellation of the on-going search.
  - Access by the Search Committee to the necessary resources to ensure an efficient and successful faculty search process.
  - Ensure diversity of applicant pools.

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

The Search Committee Chair is responsible for:

- 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 faculty search process are trained before screening applications or conducting telephone and/or face-to-face interviews.
- Leading and conducting Search Committee meetings professionally and impartially.
- Ensuring all committee members are logged on and/or created an account to the online applicant tracking system.
- Ensure every application receives a thorough review, and that all search regulations, guidelines and deadlines are observed.
- Maintain search documentation in accordance with the Records Retention policy.
- Establish and follow timelines for search process.
- Provide copies of the position announcement and advertisements to each member of the Search Committee and ensure each committee member understands what the position entails, and the qualifications required.
- Ensure a clear selection criteria has been established in advance of discussing candidates to avoid gender, ethnic, and other biases.
- Develop a list of interview questions and interview evaluation forms.
- Coordinate with Department Support Staff for the development of candidate’s campus visit
itineraries to include travel arrangements.

- Oversee on-campus interviews.
- Forward recommendations for hire to the Department Chair.
- Communicate with applicants accordingly and timely via online applicant tracking system.
- Ensure all applicants that applied have a disposition code and hire/non-hire reasons in the online applicant tracking system.

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

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

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

The Search Committee members are responsible for:
- 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.
- Receiving specialized training and ongoing support from the Equal Opportunity Office.
- Evaluating each candidate’s application materials based on established job related criteria only.
- Understand and follow UTEP policies and procedures regarding the selection process and the principles of equal opportunity.
- Adhere to confidentiality requirements.
- 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.
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.

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.

Search Process Checklist..........................................................pg. 17

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, 2017 are to be retained until August 31, 2020).

Academic departments are responsible for retaining these files and/or uploading them onto the online applicant tracking system. If faculty search documents used in the process are uploaded onto the online applicant tracking system, then the online system will automatically keep the documents for the 3 year retention period. You may contact Carmen Gonzalez, Records Analyst at 915-747-8726 or via email ccgonzalez@utep.edu for any questions you may have in regards to records retention.

Documentation Retention Checklist.............................................pg. 18

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

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

Faculty Employment Requisition Form.................................................................pg 19

Faculty Recruitment Plan
At the time a Faculty Employment Requisition Form is completed it is also important that the academic department complete the Faculty Recruitment Plan. This will facilitate a diversity initiative targeting the recruitment of women and underrepresented minorities.

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. Instructions on the completion of the Faculty Recruitment Plan are available in this instructional guide. You will also find a listing of diversity sources on the EOAA website: http://admin.utep.edu/eoaa.

Faculty Recruitment Plan .................................................................pg. 21

External Advertising
External faculty position announcements shall be advertised in publications with a national circulation. The department is strongly encouraged to place one electronic/web-based advertisement per position in a national professional journal. Human Resources can assist with placing external advertisements or the departments has the option of placing their own external advertisements. The department is responsible for the cost of the advertisement. If you need assistance with placing external ads, please contact the Human Resources Office directly at 915-747-5202.

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

Guidelines for Recruiting at Academic and Professional Conferences
Some departments attend professional conferences to identify potential candidates and conduct interviews. Meeting with potential applicants must be informal if the individual has not officially applied for the 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 preliminary interviews at that conference. If an individual has not applied for an open position, they should not be formally interviewed. The position announcement should also indicate that interviews will be conducted.

Creating the Position Announcement

Once the Faculty Employment Requisition Form and Faculty Recruitment Plan are completed, a position announcement must be drafted. The most important step in the faculty search process is to properly draft an ad that will yield the right candidate(s). One of the results of a poor hiring recommendation or failed search is a poorly written position description and advertisement. If your ad does not reflect the position accurately, you will attract the wrong candidate, therefore, draft an ad that is specific to the needs of the position and department.

Information in the position announcement should mirror information provided in the Faculty Employment Requisition Form. The Dean and/or Department Chair should ensure there is no contradictory information between the 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 section in the official position announcement.

All faculty position announcements will be automatically placed on the UTEP Faculty Employment Opportunities webpage by the EO Office. This will be done at no cost to the department and/or college. The official position announcement should be a detailed description of the position. If necessary, the official position announcement may be shortened for external advertisements in order to save money or when limited on space.

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

Sample Position Announcement........................................................................................................................................pg. 2

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. Description of UTEP and/or El Paso
   - Utilize UTEP & El Paso descriptions provided by University Communications and approved by Provost Office, pg. 24 & 25

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

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

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

*7. Required Qualifications
   - These are what an applicant must have to be qualified for the position (and thereby considered further for the position). If an applicant does not possess something listed in the required qualifications, they may not be considered further for the position.
   - When developing required qualifications, think about how 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:
  - Letter of interest;
  - Curriculum Vitae;
  - Names of references;
  - Reference letters;
  - Official Transcripts;
  - Statement of teaching philosophy and/or research interests;
  - Samples of articles/publications.
- If advertising multiple titles (i.e. Assistant/Associate) request that applicants indicate in their letter of interest at which rank they want to be considered.
11. Application review date and/or deadline
   • Must be consistent with information on employment requisition.
   • When does review of applications begin (immediately or on some specified date)? If you specify a date, then applicants cannot be contacted prior to that date (other than application acknowledgement letter or follow up letters).
   • 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 and Diversity Statement
   • All position announcements, advertisements and outreach letters must include the following equal opportunity statement and diversity statement:

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

   The University of Texas at El Paso is an Equal Opportunity/Affirmative Action employer. The University does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, genetic information, veteran status, sexual orientation, or gender identity in employment or in the provision of services.

Faculty Position - Required Approvals
The Faculty Employment Requisition Form, Faculty Recruitment Plan, and 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;
   • The respective Dean reviews the Requisition, Recruitment Plan, and position announcement (text) and forwards email approval to the Equal Opportunity Office (eoaa@utep.edu) and “cc” to the Department Chair;
   • The Equal Opportunity Office reviews the attachments and forwards email approval to the Provost/VPAA’s Office and/or Office of Research & Sponsored Projects, as appropriate for approval;
   • The 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 proceed in placing the position announcement in the UTEP Faculty Employment Opportunities webpage and will notify the Committee Chair via email and “cc” the Provost/VPAA Office, Dean, Department Chair, Respective CAO, the Budget Office, and Human Resources Office.

**NOTE:** External advertisements at this point may be placed.

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

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

(Electronic form found on the EOAA website)

http://admin/utep.edu/eoaa

The listing below will guide the faculty search committee throughout the faculty recruitment process. We would like to remind you that consistency is key. There are several stages in which review and approval by the Dean 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. ☐ Obtain necessary approvals to recruit for the faculty position(s).
2. ☐ Assign/identify the faculty Search Committee Chair and Search Committee members.
3. ☐ Meet with the EO Office to discuss administrative procedures, equal opportunity guidelines and diversity initiatives.
4. ☐ Complete and forward the Faculty Employment Requisition form, position announcement (short/long text) and Faculty Recruitment Plan form to the Dean for approval.
5. ☐ Upon Dean approval, forward to the EO Office for final approval of the position announcement. EO Office will then post the advertisement on the UTEP HR website.
6. ☐ Work with the Human Resources Office to coordinate external advertising for the position (optional).
7. ☐ Enlarge the applicant pool by conducting diversity outreach as well as contacting colleagues directly (at the minimum 5 contacts per faculty member on the Search Committee).
8. ☐ Document all outreach efforts on the Recruitment Plan form to include targeted diversity recruitment.
9. ☐ Review required vs. preferred qualifications with Search Committee.
10. ☐ Complete the Qualifications Matrix Form to assist in the evaluation of applicants.
11. ☐ The Search Committee request’s approval for the “certification of the applicant pool” to initiate applicant review.
12. ☐ Send 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).
13. ☐ The Search Committee request’s approval of “short list” and/or “interview list” prior to inviting candidates for phone/Skype or conference interview(s).
14. ☐ Review the interview Question Guidelines provided by the EO Office; create interview questions, schedule interviews, upload evaluation materials to the applicant tracking system, and send interview date to the EO Office.
15. ☐ The Search Committee request’s approval of “campus visit” prior to extending an invitation to the candidate(s).
16. ☐ Forward campus visit itineraries to the EO Office prior to sending to the candidates.
17. ☐ Notify the EO Office of Search Committee’s recommendation for hire upon sending to the Department Chair or Dean.
18. ☐ Send non-selection letters to remaining candidates.
19. ☐ Remove all position(s) advertisements from external sources upon acceptance of position.
20. ☐ Verify that all applicants have that applied have a disposition code and hire/non-hire reason in the online applicant tracking system.
21. ☐ Ensure that all original search materials are retained in conjunction with state records retention guidelines (3 years).
22. ☐ Evaluate the search process and outcome by completing the end of the faculty search survey provided by the EO Office.
DOCUMENT RETENTION CHECKLIST

(Electronic form found on the EOAA website)

http://admin.utep.edu/eoaa

Applicant materials related to your search must be retained in conjunction with state and federal records retention guidelines for a period of 3 years. The below listing can be used as a guide of what search documents must be retained.

REMINDER: If faculty search documents used in the faulty search process are uploaded onto the applicant tracking system, then the online system will automatically keep the documents for the 3 year retention period.

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

Equal Opportunity Office- Tenure/Tenure Track

Rev. 06/2017
SAMPLE DOCUMENT

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

Faculty Employment Requisition Form  
Tenure/Tenure Track

<table>
<thead>
<tr>
<th>Position Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Anticipated Appointment Date:</strong> Fall 2018</td>
</tr>
<tr>
<td><strong>Position Title:</strong></td>
</tr>
</tbody>
</table>
| **Replacement:** ☐ Yes ☐ No  
**Faculty member being replaced:** |
| **Department / Program Name:**  
**College:** |
| **Hiring Official:**  
**Dean of College**  
**Ext:** |
| **Department Chair:**  
**Ext:** |
| **Search Committee Chair:**  
**Ext:** |

**Required Application Documents**
(Should be consistent with position announcement)

☐ Letter of Interest  ☐ Curriculum Vitae  ☐ Contact information for at least 3 Current References  ☐ Transcript  
**Other:**

<table>
<thead>
<tr>
<th>Search Committee Information</th>
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<tbody>
<tr>
<td><strong>Name</strong></td>
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<tr>
<td><strong>Date Position Posted:</strong></td>
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<td><strong>Date Position Removed:</strong></td>
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Equal Opportunity Office - Tenure/Tenure Track  
Rev. 06/2017
GENERAL INSTRUCTIONS

FACULTY EMPLOYMENT REQUISITION FORM

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

POSITION INFORMATION

- Anticipated Appointment Date: Anticipated start date for faculty hire (fall or spring).
- Position Title: All faculty position titles are listed in the current Pay Plan. If not listed, please contact the Human Resources Office at 915-747-5202 for this information.
- Replacement: Please indicate yes or no if the position is a replacement. If so, provide the name of the faculty member to be replaced.
- Department / Program Name: Name of hiring department or program for which the position will be reporting to.
- Hiring Official & Ext: Respective Dean of college and his/her phone extension.
- Department Chair & Ext: Name of department chair of the hiring department and his/her phone extension.
- Search Committee Chair & Ext: Name of person chairing the search committee and their direct phone extension.

REQUIRED APPLICATION DOCUMENTS

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

SEARCH COMMITTEE INFORMATION

- List the names, department, position title and email address of the individuals appointed to be part of the search committee.
- By providing this information, the EO Office will grant access to the online applicant tracking system for the specific faculty search.
# Faculty Recruitment Plan

**Tenure / Tenure-Track**

**FY:** 2018-2019

**Target Hire Date:** April 1st

**College:**

**Dept./Program Name:**

**Position Title:**

**Search Committee Chair:**

All Faculty Recruitment Plans should include diversity outreach initiatives. Diversity outreach refers to sources that target protected minority candidates, for a list of diversity sources go to [www.utep.edu/eaoo](http://admin/utep.edu/eoaa).

## Equal Opportunity Office

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<th>Posting Period</th>
<th>Ad Format</th>
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<td>The Regents, Texas Tech Database Women in Higher Education</td>
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## External Advertisements

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

If so, please indicate in the last column below.

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<th>Source Name</th>
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<th>Posting Period</th>
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Equal Opportunity Office- Tenure/, Tenure Track

Rev. 07/2017
GENERAL INSTRUCTIONS
FACULTY RECRUITMENT PLAN FORM

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

GENERAL INFORMATION
- Fiscal Year (FY): Fiscal year in which the recruitment process will take place.
- Target Hire Date: Expected hire deadline set by the Provost (April 1st); if date is surpassed without a hire, Provost approval will be necessary for the continuation of the search.
- College: Name of hiring college.
- Department/Program Name: Name of hiring department or program for which the faculty position will be reporting.
- Search Committee Chair: Name of person chairing the search committee.
- *All Faculty Recruitment Plans should include diversity outreach initiatives.

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

HUMAN RESOURCES (HR) OFFICE
- All faculty positions will be advertised by the HR Office at the sources listed under this section.
- The advertisement under this section will be posted for the specified posting period at no cost to the department or college.

EXTERNAL ADVERTISEMENTS
- Will the HR Office be placing the advertisements for this position?: Check YES if the HR Office will assist in the placement of the external advertisement(s) or check NO if the advertisements will be placed by someone else.
- Account number to be charged for advertisements: If the HR Office will assist in the placement of the advertisement(s), indicate department account number to be billed for advertisement costs. Usually the department M&O account can be used.
- Source Name: Indicate the name of the source where the positions announcement will be advertised.
- Outreach Type: Indicate the category of outreach that the source or effort is considered; the following options are available: Employment website, listserv, direct mailing, conference, nomination request, database, job board, meetings, networking, newsletter, personal contact, professional organization and seminar.
- Diversity Outreach: Specify yes or no if the source where the position is advertised is considered a source that reaches out to protected minority population.
- Posting Period: Define the time that the position will be posted at the external source (i.e.: 60 days, 4 weeks, until filled).
- Ad Format: Indicate the format of the source on how the external advertisement will be disseminated; the options available are the following: contact, email, print or web.
- Cost: State the cost incurred for the external advertisement according to the posting period stipulated.
- The HR Office: Select the box for those advertisements that will be posted with the assistance of the HR Office.
SAMPLE POSITION ANNOUNCEMENT

*ONLINE APPLICANT TRACKING SYSTEM*

The University of Texas at El Paso - Assistant Professor- Rhetoric and Writing Studies
Thank you for considering The University of Texas at El Paso in your search.

About The University of Texas at El Paso: **REQUIRED**
The University of Texas at El Paso is an emerging national research university at the heart of the U.S.-Mexico border region committed to the ideals of access and excellence. A leader among Hispanic-serving institutions, UTEP enrolls 23,922 students, about 80 percent of them Hispanic, and is the only doctoral research university in the nation with a majority Mexican-American student body.

**Job Description:** **REQUIRED**
The University of Texas at El Paso (UTEP) Department of English invites applications for an Assistant Professor of Rhetoric and Writing Studies, tenure-track, beginning September 1, 2017 with expertise in technical communication, cultural studies, and community engagement. The successful applicant will be joining a thriving program that includes an undergraduate minor, an online graduate certificate in Technical and Professional Writing, and master’s and doctoral degrees in Rhetoric and Writing Studies/Rhetoric and Composition.

**Requirements:** **REQUIRED**
Ph.D. in Rhetoric and Composition, Rhetoric and Writing Studies, Rhetoric and Technical Communication, or closely related field in hand by September 1, 2017. This position requires a demonstrated record of teaching excellence, an active research agenda, and a strong commitment to the success of culturally and linguistically diverse students.

**Additional Information:** **REQUIRED**
Hiring decisions are based on budget approval.

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

The University of Texas at El Paso is an Equal Opportunity/Affirmative Action employer. The University does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, genetic information, veteran status, sexual orientation or gender identity in employment or the provision of services.

For accommodation information for employees and applicants with disabilities, please contact UTEP’s Equal Opportunity Office at 915-747-5662.

**Application Instructions:** **REQUIRED**
Review of applications will begin immediately and continue until the position is filled. Applicants must submit letter of application, CV, three current letters of recommendation and a writing sample.
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 23,922 students, a majority of whom are Hispanic, and many are the first in their families to attend college. The Brookings Institution in 2017 ranked UTEP as the No. 1 leader in equal access to higher education, based on a combination of research productivity and student social mobility. The University also was recognized recently by the Carnegie Corporation of New York for its institutional vision and abiding commitment to diversity, high quality, curricular innovation, and investment in our community. The institution is proud to be the first national research university to serve a 21st-century student demographic.

About UTEP--Long Version
The University of Texas at El Paso and its “access and excellence” mission are redefining public higher education not only in Texas, but also across the nation.

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

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

Over the past century, the University’s enrollment has grown from 27 mining students to almost 24,000 undergraduate and graduate students, and that number increases annually.

UTEP offers a broad array of degree programs – 73 bachelor’s, 75 master’s, and 22 doctorates – taught by outstanding faculty who have been recognized for their commitment to student success.

The quality of UTEP’s faculty and their sustained commitment to excellence are reflected in the University’s strong record of receiving extremely competitive grant awards, while also maintaining an academic environment dedicated to addressing the educational needs of students, many of whom are the first in their families to attend college.
About UTEP and El Paso—Short Version
Set against the backdrop of the Franklin Mountains in the Chihuahuan Desert, The University of Texas at El Paso, is located 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 almost 700,000 people, which offers affordable homes and attractive neighborhoods. It has been named among the safest large U.S. cities. El Paso experiences more than 300 days of sunshine annually, and residents enjoy outdoor activities year-round. The City of El Paso is adjacent to the state of New Mexico and the country of Mexico, making it an ideal venue for academic programs and research studies on topics of national interest, such as bilingual education/language acquisition, border security and immigration, environmental sustainability and infrastructure, health disparities, and international trade and commerce.

About UTEP and El Paso—Long Version
The University of Texas at El Paso is 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 23,922 students – about 80 percent of them Hispanic – and is the only doctoral research university in the nation with a majority Mexican-American student body. In 2017, the University was named by the Brookings Institution as the No. 1 leader in equal access to higher education, based on a combination of research productivity and student social mobility, among U.S. public universities.

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

The region’s center for intellectual capital, UTEP has awarded more than 124,000 degrees since its founding in 1914. UTEP is one of the major economic engines in the Paso del Norte region, adding $1.4 billion to the local economy annually. The University also is credited for creating an estimated 26,499 new jobs, according to a January 2015 report by the Economic Modeling Specialists International based on fiscal year 2013 data.

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

For sports fans, the UTEP Miners offer exciting Division I-A college athletics at our campus venues: the Sun Bowl Stadium, the Don Haskins Center, Kidd Field, University Field and the Helen of Troy Softball Complex. Southwest University Park, located a mile away in lively downtown El Paso, is home to the El Paso Chihuahuas, the San Diego Padres Triple-A 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 - Stillwater
- Rice University
- Stanford University
- Texas A&M University
- Universidad de Puerto Rico – Rio Piedras
- Universidad de Puerto Rico – Mayagüez
- 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- College Park
- University of Michigan-Ann Arbor
- University of New Mexico
- University of North Carolina at Chapel Hill
- University of Oklahoma- Norman Campus
- University of Southern California
- University of Texas at Austin
- University of Washington-Seattle Campus
- University of Wisconsin-Madison

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

- Hispanic Association of Colleges & Universities
  https://www.hacu.net/hacu/HSIs.asp
  HACU represents more than 470 colleges and universities committed to Hispanic higher education success in the U.S., Puerto Rico, Latin America, and Spain. Although our member institutions in the U.S.

- Historically Black Colleges & Universities
  http://hbcuconnect.com/colleges/index.cgi
  Social network that targets African Americans. This site provides a list of Historically Black Colleges & Universities.

- Diverse Issues in Higher Education
  (http://diverseeducation.com/top100/)
  Diverse Issues in Higher Education produces the Top 100 Degree Producers rankings of the institutions that confer the most degrees to minority students. (Capability to filter by discipline and degree)
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. Review of the employment requisition, recruitment plan, and position announcement;
2. Posting the faculty position announcement;
3. Certifying the applicant pool;
4. Short list;
5. Telephone/Conference list;
6. Campus interview list;
7. Recommendation for hire (prior to Dean extending employment offer).

**Step 1: Determining Selection Criteria**
Before you begin to review applications, the committee must clearly understand what skills, abilities, 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 2: Certifying the Applicant Pool**
Once the search committee feels sufficient qualified/competitive candidates are in the applicant pool, a request to certify the applicant pool is sent to the EO Office along with an updated Recruitment Plan form displaying all outreach efforts made by each search committee member. Prior to screening or contacting any applicants, the EO Office and respective Dean must review the applicant pool demographics and assess for diversity.

If women and minorities are not represented in the applicant pool, the pool may potentially not be approved and the Search Committee may be required to engage in additional diversity recruiting efforts before proceeding.
Step 3: Preliminary Screening of Applicants
After the applicant pool has been certified by the EO Office and the respective Dean, the search committee may begin the review of applications. Preliminary screening of applicants should be based solely on the minimum required qualifications as stated in the job announcement. Consider utilizing the sample Applicant Evaluation Cover Sheet to determine who meets and who does not meet the required qualifications.

Once you have determined who has a complete application and meets the minimum required qualifications, those applicants may be further evaluated. The applicants who do not meet the minimum required qualifications or have an incomplete application will not continue to be considered for the position. At this time, you should notify any candidates who did not meet the minimum required qualifications for the position that they are no longer being considered. Sample applicant letters may be found via applicant tracking system. For more information on sample applicant letters, please contact the EO Office.

Applicant Evaluation Cover Sheet..........................................................pg. 39
Sample Applicant Letters........................................................................Contact the EO Office

Step 4: Evaluation of Applicants who meet the Minimum Required Qualifications & Determination of Short List
Once the Search Committee has determined which applicants meet the minimum required qualifications for the position, these applicants should be further evaluated based on preferred qualifications, departmental needs and any other selection criteria that the Committee has agreed upon in advance. It is critical that all candidates be evaluated against the same set of criteria. Consider developing a matrix to assist with this evaluation and help narrow the qualified applicants to a short list. The Qualifications Matrix may be customized to meet the needs of your search.

Qualifications Matrix........................................................................pg. 40

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

- **Question Your Assumptions**- Start to ask yourself: Why am I thinking this way? Would I be drawing the same conclusions if this scenario involved someone of a different profile? (e.g. a man instead of a women)
- **Analyze**- Ask yourself if the forms of biases and convening (strategies people use to downplay a stigmatized identity) you are experiencing or enacting are consistent with your personal and organization values. If they are not, identify opportunities to change.
- **Take a Risk**- Put yourself out of your comfort zone. Get together with the search committee
to work through those risks.

- **Disrupt the Default** - Challenge elements of the current situation that may perpetuate bias.
- **Speak Out** - Discuss issues with the search committee to share experiences with one another. Find common ground and start a dialogue that will generate solutions.
- **Hold yourself and others Accountable** - Hold yourself accountable for self-reflection, learning.

**Step 5: Approval of Short List**

The Search Committee Chair must notify the EO Office, Department Chair and respective Dean once a list of semi-finalists (“short-list”) has been determined by the committee. Preference for certain candidates may be indicated, however, it is recommended that the short list of applicants be unranked. The EO Office and the respective Dean will review and assess the diversity of the applicant pool before approving the short list of applicants. The EO Office will then communicate to the Search Committee Chair one of the following actions to be taken:

- The recommended short list of applicants are approved, allowing the Search Committee to proceed to the telephone/skype interview stage; The Search Committee will be instructed to re-review and/or review other applications and recommend an additional short list of applicants;
- The search will be recommended to continue recruiting.

**Step 6: Telephone/Skype Interviews**

Telephone or Skype interviews can be an effective and low-cost method for screening your short list of applicants. If you plan to conduct telephone or skype interviews, please forward the names of the candidates being recommended for telephone or skype interview, via email, to the EO Office prior to scheduling.

Before approving the candidates being recommended for telephone or skype interviews, the EO Office and respective Dean will review and assess the recommended list for diversity. The EO Office will then communicate to the Search Committee Chair one of the following actions to be taken:

- The recommended candidates are approved, allowing the Search Committee to proceed with scheduling and conducting telephone or skype interviews;
- The Search Committee will be instructed to re-review and or review other applications and recommend an additional recommended list of candidates;
- A recommendation will be made to close the search.
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 telephone or skype interview should be prepared for record-keeping purposes and for use during the final evaluation process. It is extremely important that all telephone interviews follow a consistent format and document the results of each interview. Below you will find some tools to assist with this process.

Interview Question Guidelines.........................................................pg. 41 & 42
Telephone/Skype Interview Script.....................................................pg. 43
Telephone Interview Evaluation Form..............................................pg. 44

Step 7: Approval of Candidates for On-Campus Interview
Once the search committee has identified a recommended campus interview list, the names must be submitted to the EO. Prior to scheduling, the EO Office and respective Dean will review and assess the diversity of the candidates recommended for campus interviews prior to approving. The EO Office will then communicate to the Search Committee Chair one of the following actions to be taken:

- The recommended candidates for campus interviews are approved, allowing the Search Committee to proceed with scheduling and conducting campus interviews;
- The Search Committee will be instructed to re-review and or review other applications and recommend an additional recommended list of candidates;
- A recommendation will be made to close the search.

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

Step 8: Preparation and Planning for the Campus Interview
Equal Opportunity Considerations
Interviews must be conducted in a manner that is fair and equitable for all candidates. Fairness and consistency are key in the interview process. Here are some tips to promote equal opportunity during the interview:

- The Committee may decide to use a form to evaluate each applicant in terms of presentation, work experience, research, scholarship, teaching experience and other job-
related criteria. The Committee should determine how such a rating form will be used, including the process for calculating results. When assigning a rating, be consistent and be able to articulate your justification for a particular rating.

- Prepare interview questions that directly relate to the skills, abilities and experience that are required of the position—develop these questions with the position description and selection criteria in mind. In advance of the interviews, discuss what constitutes an appropriate answer to each question. This discussion will ensure that all members understand the questions and will provide a basis for determining how to rate each candidate’s responses.

- 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—the same time should be allotted for each candidate’s interview and the same core questions should be asked to all candidates. You may ask follow up questions to candidates if warranted.

- Use terms such as “identify”, “list” and “explain.”

- Limit questions that ask about beliefs and opinions.

- Utilize scenarios in the interview, as this can be an effective way of evaluating a candidate’s behavior on the job.

- Treat all candidates the same; treat internal candidates as you would external candidates.

- Prepare same or similar interview schedules for each candidate. If activities such as meals or receptions are a part of one candidate’s interview schedule, they must be a part of each candidate’s interview schedule. This applies to both internal and external candidates.

- Understand that social situations (i.e. lunch or dinner with faculty) are still a part of the interview process—maintain professional decorum throughout.

- Provide candidates comparable opportunities to interact with Search Committee members, as well as others who may be involved in the interview process such as graduate students, undergraduate students, etc.

**Colloquium Presentation**

During an on-campus visit, each candidate presenting at a scheduled colloquium should be evaluated by faculty members and/or graduate students by using the *Colloquium Evaluation Form*. It is recommended that prior to the speaker’s (candidate) presentation to provide clear and concise instructions to the individuals completing the evaluation form. It is also important to mention that the evaluations are part of the search and selection process; and therefore, honest and precise ratings are being requested to further serve the purpose of the search committee reviewing the evaluations.

Colloquium Evaluation Form……………………………………………………………………pg. 46 & 47
Tips for Legal Interviewing

- According to the Equal Employment Opportunity Commission (EEOC), questions regarding race, color, sex, religion, age, genetic information, national origin, sexual orientation, veteran status, and gender identity cannot be asked of any candidate. In addition, to comply with the Americans with Disabilities Act (ADA), do not ask questions regarding a candidate’s disability and medical condition. 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 Question Guidelines for clarification of legal issues and basic guidelines in pre-employment inquiries.

Interview Question Guidelines........................................................................................................................................pg. 41 & 42

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

In addition, you and your department must be ready to make reasonable accommodation for qualified applicants with disabilities. “Reasonable accommodation” is covered under the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act.

Please contact the EO Office for applicant requests regarding ADA accommodations.

Communicating with the Candidate about the Campus Interview

Before the visit, the 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 providing the information to the candidate upon their arrival.

**The Interview Itinerary**

The campus interview is your opportunity to inform each candidate about the history of UTEP and the university’s goals. The quality of the campus visit will play a large role in whether 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. You may refer to our sample campus visit itinerary for ideas. Below are tips you may consider during the campus interview process:

- Create the interview itinerary in a manner that showcases the spirit and enthusiasm that is UTEP and the El Paso region;
- Make sure all required administrators are included;
- Faculty members who have responsibility for recommending candidates for hire should have ample opportunity to interact with each candidate. Consider holding larger group meetings with faculty instead of a series of short one-on-one meetings;
- Include relevant centers or interdisciplinary programs;
- Include students;
- Make sure candidates are escorted throughout their visits and never left to “fend for themselves”;
- Include a tour of the campus, college, and respective facilities as part of campus interview;
- Utilize a variety of different venues during the interview;
- Meals and/or receptions that are scheduled for one candidate should be scheduled for all candidates; only administrators and or key faculty within the department or program should be the participants for off-campus engagements with applicants.
- Arrange for each candidate to meet with an HR Representative to discuss UTEP’s benefit programs;
- Provide candidate with a list of names of realtors in the community (not just one name).

Sample Campus Visit Itinerary.................................................................pg. 45

**Step 9: Checking References**

The Search Committee may request letters of recommendation via online applicant tracking system and/or check references that 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. 42

**Step 10: Final Recommendation/Selection**
The completion of on-campus interviews is followed by discussion and voting by departmental faculty to determine any recommendations for hire. If more than one candidate is recommended, an order of preference may also be indicated. It is important to remember that these discussions represent preliminary recommendations and are not a guarantee of a future offer of employment. Academic rank will also be recommended at this time, if applicable. The Department/Search Chair should forward the list of recommended candidates to the EO Office and the respective Dean, who will then be responsible for reviewing, assessing and determining if the search may proceed. If there are no issues, the respective Dean will request that the EO Office prepare information (Exhibit 6) for the Dean to send to the Provost/VPAA regarding search compliance and applicant pool statistics.

If the faculty members do not recommend any of the interviewees, they may re-evaluate the remaining candidates on the short list and/or in the applicant pool and recommend additional candidates for interviews, pending Dean and EO Office approval.

If no other applicants are recommended for interview, the position may be re-advertised or the search may be closed.

**Step 11: Hiring**
*Offers of Employment*
The Dean will have a discussion with recommended candidate(s) about employment conditions, compensation, and expectations. At this point, only the Dean is authorized to have such conversations with the candidate(s).

The Dean forwards to the Provost/VPAA a recommendation that includes:
- 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 offer letter, the Dean’s Office notifies the Department Chair, the Provost/VPAA, the HR Office, the Budget Office and the EO Office via electronic copy of the signed offer letter. The Dean may close the current search and reopen a new search if approved by the Provost/VPAA.

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

**Dual-Career Considerations**

It is possible that candidates will inquire about spouse/partner employment opportunities. In the event a candidate expresses interest in a dual-career faculty opportunity at UTEP, contact the Department Chair and he/she may work with the Dean to consider what options may be available. If the candidate expresses interest for his/her spouse for a University staff position, or employment outside the University, contact Human Resources (HR) for assistance.

**SACS Criteria for Accreditation**

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

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

**Employment Sponsored Visas:**

All foreign workers must obtain permission to work legally in the United States. If a University department obtains approval to sponsor a beneficiary for either an H-1B or Lawful Permanent residence, they should contact the Office of Human Resources.
Ms. Arizvé Ochoa-Retana, Assistant Director- Workforce Management 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. Human Resources representative will provide H1-B forms.
  - Processing time takes 6-8 weeks upon receipt of completed documents from both department and employee. Human Resources representative will provide detailed processing time.

- **Labor Permanent Process**
  - Documents requested for permanent residence process
    - Advertisement postings listed for 30 days. Copy must include advertisement source, dates confirming 30 days, posting must coincide with job posting on UTEP website (if applicable).
    - Applicant information to include completed non-hire and hire reason(s).
    - Employee offer letter.

Under the Immigration Act of 1990, universities are allowed to hire non-immigrant faculty and staff in specialty occupations for temporary positions up to six years under the H1-B visa. Departments and/or Search Committees who are considering such an applicant must notify the Office of Human Resources.

Since the laws and guidelines concerning the application and processing of the H-1B (non-immigrant) visa have become extremely complicated, HR requests that the application and processing of visa documents be managed and coordinated through 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 12: Closing the Search**
Upon receipt of the signed offer letter, the search will be closed and the position announcement will be removed from the UTEP Employment Opportunities webpage. Or, if the search is identified as unsuccessful the respective Dean of the college will approve the position announcement to be
removed from the UTEP Employment Opportunities webpage. All applicants should be notified of their candidacy outcome via the online applicant tracking system. Every applicant is a potential employee, even those applicants who may not meet the needs of the department or University at the time. Applicants, even if not selected for a position, will remember how they were treated during the process and can become our most effective advertisement.

**If the faculty position is NOT filled:**

If a position goes unfilled because the candidate declined an offer, the applicant pool was not strong, or the search was canceled due to lack of funding, it is advised that the search be closed.

This ensures that searches are not open indefinitely, which can cause confusion for applicants as well as record-keeping difficulties.

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

**Regret Letters:**

Send regret letters as soon as possible, advising applicants of the status of their application and the search. Only send regret letters to those applicants who will not be considered further for the position. Regret letters do not need to be sent to those candidates who withdrew their candidacy and/or declined an offer. It is recommended that 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 faculty search process, 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).

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. You may find applicant letter samples on the online applicant tracking system or contact the EO Office for more information.
This type of contact with the applicants should be uniform and should be kept at an appropriate level, so that all applicants enjoy equal access and opportunity during the process. Applicants appreciate communication throughout the process and it reflects well on the hiring department when applicants are kept informed as to the status of their application.

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

*Records Retention*
It is critical that applicant materials related to your search be retained in conjunction with state and federal records retention guidelines. You may contact Carmen Gonzalez, Records Analyst at 915-747-8726 or send her a message via email to ccgonzalez@utep.edu for any questions you may have in regards to records retention.

**Step 13: Evaluating the Search**
This step is crucial. Evaluating the search presents an opportunity for the Search Committee to provide valuable suggestions and/or recommendations for future faculty searches.

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

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

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

(Contact the EO Office for Electronic form)

eoaa.utep.edu

APPLICANT EVALUATION COVERSHEET

Applicant Name: _______________ Position: _______________ Application Date: __________

<table>
<thead>
<tr>
<th>Application Materials Received</th>
<th>Required Qualifications (from position announcement)</th>
<th>Preferred Qualifications (from position announcement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Letter of Interest</td>
<td>□ PhD Degree</td>
<td>□ 2 years’ experience in teaching</td>
</tr>
<tr>
<td>□ Curriculum Vita</td>
<td>□ Field Degree</td>
<td>□ Post-doc experience</td>
</tr>
<tr>
<td>□ Contact information for at least 3 current References</td>
<td>□ School: ______________________</td>
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<tr>
<td>□ Transcripts</td>
<td>□ Research Area</td>
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<tr>
<td>□ Other</td>
<td>□ Experience with graduate teaching</td>
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</tr>
</tbody>
</table>

Notes:

Evaluator Name: _______________ Date: _______________

Notes:

Evaluator Name: _______________ Date: _______________

Notes:

Evaluator Name: _______________ Date: _______________

Notes:

Department Checklist

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

Action

- Certification of Applicant Pool
- Short List
- Phone Interview
- Campus Interview
- Recommend for Hire
SAMPLE Qualifications Matrix

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

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Education</th>
<th>Teaching Experience</th>
<th>Research</th>
<th>Publications</th>
<th>Professional Certification or License</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Required</td>
<td>Preferred</td>
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</tbody>
</table>
## INTERVIEW QUESTION GUIDELINES

(Contact the EO Office for Electronic form)

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

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Permitted</th>
<th>Prohibited</th>
</tr>
</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</td>
<td>None</td>
<td>Any inquiry which would indicate gender or sexual orientation</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/Arears</td>
<td>Inquiries into convictions of felonies related to qualifications of the job</td>
<td>Any inquiry relating to arrests, contact HRS 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>
</tr>
</tbody>
</table>

### Examples of Questions You May Ask

**Questions Related to Research, Articles/Publications and Funding**

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

Continuation

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

Questions Related to Service
- What departmental and college committees have you served on?
- What student associations have you advised?

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

(Contact the EO Office for Electronic form)

eoaa.utep.edu

TELEPHONE/ SKYPE INTERVIEW SCRIPT

➢ **Introduce everyone on the telephone call**

➢ **“Thank you for making yourself available for this phone interview”**

➢ **Give brief summary/overview of UTEP/Department/El Paso**
  - State University, part of UT System
  - 8 Colleges and the School of Nursing
  - UTEP enrolls 23,922 students, majority-minority student population, many non-traditional students
  - Borders New Mexico and Chihuahua, Mexico – closer to San Diego than Houston, low crime, desert climate
  - Almost 700,000 population, 80% Hispanic
  - Department Faculty: number and type of research interests
  - Department: number of majors, degrees offered

➢ **Describe what search committee is looking for in a candidate (skills, qualifications) and responsibilities of position (refer to position announcement and any other objective selection criteria that have been established by the search committee)**
  - Qualifications, experience, skills, research interests
  - Teaching/mentoring, research/publication, service expectations

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

➢ **“Thank you again for your time. We’ve enjoyed speaking with you. We will be completing our phone interviews shortly and will notify you if you’ve been selected for a campus interview.”**
## SAMPLE DOCUMENT

(Contact the EO Office for Electronic form)

**eoaa.utep.edu**

## TELEPHONE INTERVIEW EVALUATION FORM

**Candidate Name:**

**Date and Time of Interview:**

**Committee Member/Evaluator:**

Please rate each answer on a scale of 0-5

- 0 = Response is inadequate or not responsive to question
- 1-3 = Response is satisfactory
- 4-5 = Response is articulate and comprehensive

<table>
<thead>
<tr>
<th>Interview Questions</th>
<th>Rating</th>
</tr>
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<tbody>
<tr>
<td>1) Describe the contributions you can make to the Department/University.</td>
<td></td>
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<tr>
<td>2) What are your specific teaching interests and are you willing to teach 3 courses per semester?</td>
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<tr>
<td>3) As mentioned previously, UTEP has a predominantly Hispanic (Mexican-American) undergraduate student body, and also a significant number of international students. Describe your previous experience with and your interest in mentoring students at both the undergraduate and graduate levels</td>
<td></td>
</tr>
<tr>
<td>4) Please describe your research focus and interests.</td>
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<tr>
<td>5) What are your ideas to involve undergraduate students in your research?</td>
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</tr>
<tr>
<td>6) Do you see an opportunity for collaboration with others in the department with regard to your research? If so, how?</td>
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</tr>
<tr>
<td>7) How do you plan to obtain funding for your research?</td>
<td></td>
</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>
</tbody>
</table>

**TOTAL POINTS**

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

**Recommend campus interview?**  ____ Yes  ____ No

**Committee Member/Evaluator’s signature:**

**Date:**

---

EEO Opportunity Office - Tenure / Tenure Track

Rev. 05/2017

Faculty Search & Selection Handbook, Rev. 06/2017
# CAMPUS INTERVIEW ITINERARY

## Tenure/ Tenure Track Positions

**FY 2017-2018**

<table>
<thead>
<tr>
<th>CANDIDATE ARRIVAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity</strong></td>
</tr>
<tr>
<td>Candidate arrival to ElPaso/ Pick up</td>
</tr>
<tr>
<td>Check-in to Hotel</td>
</tr>
<tr>
<td>Dinner</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity</th>
<th>Appointment Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakfast</td>
<td></td>
</tr>
<tr>
<td>Meeting with Search Committee</td>
<td></td>
</tr>
<tr>
<td>Preparation for Colloquium</td>
<td></td>
</tr>
<tr>
<td>Colloquium Presentation</td>
<td></td>
</tr>
<tr>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>Campus Tour</td>
<td></td>
</tr>
<tr>
<td>Meeting with Students</td>
<td></td>
</tr>
<tr>
<td>Meeting with Department/ Faculty</td>
<td></td>
</tr>
<tr>
<td>Meeting with Dean</td>
<td></td>
</tr>
<tr>
<td>Transport to Hotel</td>
<td></td>
</tr>
<tr>
<td>Dinner</td>
<td></td>
</tr>
</tbody>
</table>

## DAY ONE

<table>
<thead>
<tr>
<th>Activity</th>
<th>Appointment Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please ensure the appointed time for each candidate stays within the allotted time frame to maintain a consistent process.

## DAY TWO

<table>
<thead>
<tr>
<th>Activity</th>
<th>Appointment Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting with Provost</td>
<td></td>
</tr>
<tr>
<td>Meeting with HR (benefits)</td>
<td></td>
</tr>
<tr>
<td>Tour of El Paso</td>
<td></td>
</tr>
<tr>
<td>Lunch/ Depart to Airport</td>
<td></td>
</tr>
<tr>
<td>Departure</td>
<td></td>
</tr>
</tbody>
</table>

## REMINDERS

- Do not have TBD’s on the final itinerary provided to the candidate
- Send itinerary to EOAA prior to sending to candidate
- Sequence and individuals of the itinerary will be determined by the search committee.

(Contact the EO Office for Electronic form)

_eoaa.utep.edu_
SAMPLE DOCUMENT

(Contact the EO Office for Electronic form)

eoa.utep.edu

COLLOQUIUM EVALUATION FORM

[Title of position]
The University of Texas at El Paso

Thank you for your participation in the campus interview process for the candidates under consideration for the position of [title of position].

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

Candidate's Name: ________________________ Evaluator's Name: ________________________

In what context or setting did you observe/interact with the candidate?

__________________________

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

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

[OVER]
SAMPLE DOCUMENT

COLLOQUIUM EVALUATION FORM

Continuation

Comments:

1. What did you like best about this candidate?

2. Do you have any concerns about this candidate? If so, please describe.

3. Overall candidate rating: (Circle one)

   Outstanding   Very Good   Satisfactory   Unsatisfactory

Please return your evaluation to [name of contact]

[Location of contact]
[Email of contact]
SAMPLE DOCUMENT

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

FACULTY CANDIDATE REFERENCE FORM

Applicant Name: ________________________________

Position Applied for: ___________________________ Today’s Date: __________

Reference Name & Title: __________________________ Relation: __________

1. Introduction

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

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

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

   __________________________________________________________

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

   __________________________________________________________

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

   __________________________________________________________

   What experience does this person have securing external funding?

   __________________________________________________________

   Is there anything else you think I should know about this person that would assist the Search Committee
   in making a hiring decision?

   __________________________________________________________

3. Ending the conversation

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

Completed by: ___________________________ Date: __________

Equal Opportunity Office-Tenure/Tenure Track

Rev. 06/2017

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<td>46 &amp; 47</td>
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<tr>
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<td>Contact the EO Office</td>
</tr>
</tbody>
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_for diversity related resources, please visit our EOAA website at [http://admin.utep.edu/eoaa](http://admin.utep.edu/eoaa). You may also contact the EO Office by email at eoaa@utep.edu to request copies of electronic forms._