

UNIVERSITY OF TEXAS AT ARLINGTON

Faculty Search Manual

A Guide for Faculty Recruitment

Equal Opportunity Services

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This will help guide search committees in process of hiring and recruitment of tenure and tenure track faculty at UT Arlington

UT Arlington Faculty Search Manual

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Introduction

The University of Texas at Arlington's (UT Arlington) goal is to become a major national research institution; it is committed to building a highly qualified and diverse faculty in support of academic excellence. Your service as a Search Committee member is instrumental to accomplishing this strategic goal. This *Faculty Search Manual*, developed by the Office of Equal Opportunity Services at the direction of the Office of the Provost, provides guidance to ensure a fair and effective process is followed as you recruit colleagues to serve our diverse student population. Adhering to the recruitment principles outlined in this Guide affords protection to you, the candidates, and UT Arlington. In addition, such failure could make both you and the University vulnerable to legal challenges. Should you have any questions during this process, please contact the EOS office (817) 272 2106.

EEO guidelines as well as University processes and procedures must be followed during every faculty search. Failure to follow the processes outlined in this manual may result in the closing of a search. This delays hiring of new faculty and creates additional costs for your college and department. These procedures are designed, of course, to facilitate seeking out and attracting to the UT Arlington campus the very best and most diverse faculty possible.

Note: This Manual is intended for the selection of tenure and tenure track faculty and does not apply to non-tenured faculty positions. However, it can be taken as a best practice for all faculty hires.

Exceptions to Standard Searches

There are cases when the normal faculty hiring procedures cannot be used due to emergency situations, searches restricted to internal candidates, and/or the need to use outside agencies to aid in the search. ***These exceptions require approval from the President, Provost, Vice President of HR, and Executive Director of EOS.***

- An individual named in an externally funded grant award, for who an appointment at the University is required.
- The search committee will utilize companies or individuals specializing in placement services only with prior authorization by the President. Fees for such service will be charged to the hiring department.
- An opportunity arises to recruit a scholar of great eminence
- A department or school may have the opportunity to recruit a qualified member of an underrepresented minority group.
- The recruitment of a professor may require appointing others because they form an established research team.
- Dual-career couples accommodations. Refer to Dean for information on Dual Career hiring.
- Limited search is a departure from the requirement of a full search due to special existing circumstances that indicate a full search would not be productive or appropriate for a specific opening

A. Interim Hires (Do Not Require a Full Search)

Adjunct interim may be used in cases where there is an immediate emergency to hire a faculty replacement. In the event of an unexpected faculty vacancy (tenure and tenure-track), and when time does not permit a full search to be conducted, the Provost may approve an adjunct interim (temporary), emergency appointment. The duration of this appointment shall not exceed 12 months, during which time a search will be conducted.

An emergency appointee cannot serve more than 12 months in the position from the time of appointment without having been recommended by a search committee and selected by the hiring

individual for the position as a result of a search conducted in accordance with these search procedures.

Departments must request through the Dean, Provost, and President for approval and funding

B. Limited Search/Opportunity Hire

This search requires written approval from the Dean and the Provost that authorizes a limited search take place. If the search is internal the selection procedure shall be in accordance with the Search Committee Guidelines. Candidates cannot be pulled from any search pool that is older than 12 months. Internal notice of a vacant position should be a minimum of two weeks and will only be posted on selected University and Workforce Texas websites.

Request for search waivers must be approved by the Provost's office and must be posted for 2 weeks on the EOS and Workforce Texas websites.

Responsibilities for Participants in the Search Process

It is a University goal to identify, recruit, and retain highly qualified, talented, and diverse faculty for positions in all academic fields.

- The Office of the Provost is responsible for developing and overseeing the faculty recruitment process.
- The Office of Equal Opportunity Services (EOS) is responsible for ensuring that the faculty recruitment process is in compliance with search procedures, university policies, and federal Affirmative Action requirements.
 - EOS monitors the faculty searches from beginning to end to ensure equity and diversity principles have been used in the hiring process.
 - EOS does not interfere with the standards or selection criteria set by each department. However EOS does review information provided in search process for consistency, to insure fairness in hiring practices and to identify any potential issues before they become problems.

Deans and Department Chairs

- Deans and Department Chairs are responsible for ensuring that Search Committee members, advocates, and administrative support staff attend Faculty Recruitment Training sessions.
- Deans and Department Chairs are responsible for monitoring actions of Search Committees in their colleges to ensure that established guidelines are followed.
- All search committees must be approved by the Dean or Department Chair. Ensure that members of the search committee are committed to and/or have experience with enhancing faculty diversity.
- Department Chairs should prepare a well thought out check list of what the department is looking for in a successful candidate.
- Deans and Department Chairs are responsible for clearly communicating to search committees that equal opportunity should be afforded to all candidates to further the University's goal of identifying and recruiting diverse, qualified, and talented faculty. In order to recruit a diverse applicant pool,
- The Deans will establish and manage the recruitment budget for their respective College in order to achieve faculty recruitment objectives.

Deans shall stay informed about faculty hiring needs in the college through continuous consultation with the Department Chairs and through other means, such as recommendations from outside program reviewers and benchmarking with other institutions. Chairs, in consultation with faculty, shall maintain an up-to-date list of prioritized faculty hiring needs ready for Dean's approval. Department chairs are

encouraged to maintain draft recruitment plans and advertisements for needed positions ready for final development and implementation.

As resources allow and upon Provost's approval, the Dean will provide department chairs with written authorization to initiate searches. The memo of authorization will specify the rank(s), specialization(s), start date, and target salary or salary range for each position. Authorization should be made as early as possible in the discipline's hiring cycle so that the department may be fully competitive.

Search Process

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. Faculty recruitment activity and hiring decisions shall be guided by the University Strategic Plan and subsidiary planning processes at the college and departmental level.

Search Committee:

- Once approved, each Committee member must attend Faculty Recruitment Training (FRT) if first-time appointees or if they have not attended training within the previous two years. EOS will keep records of participation in recruitment training.
- Search Committees are responsible for developing a recruitment plan and advertisement for the search.
- The Search Committee screens applicants, identifies leading candidates, and advises the Department Chair and the Dean concerning candidate qualifications and suitability for the position.
- The Search Committee does not extend offers to candidates, approve selections, or negotiate terms of hire.
- The members of the Search Committee should possess sensitivity to diversity issues. When possible, women and minorities from within the unit should be represented on all Search Committees to offer diverse perspectives and different ideas that may enhance efforts to recruit and evaluate candidates. However, since these individuals tend to be asked frequently to serve on an array of committees, this may not always be feasible.
- Consider including minorities, women and individuals from a cross-section of University departments and administration on your Search Committee to ensure that a diverse range of people and views will come together to make a very important hiring decision
- Your Search Committee may include representatives from outside your department or division. In some cases, it may even be appropriate to include individuals who are external to UT Arlington. As long as those individuals are experts in the subject matter and approved by the Dean.
- The size of the search committee will vary depending on the position to be filled, but in no circumstances are there to be less than three members.
- **Examine the committee's shared assumptions.**
 - Focus on the contribution that diverse faculty can bring.
 - Don't assume that diverse candidates will not be as qualified.
 - Don't assume that UT Arlington cannot attract potential applicants.
 - Don't assume that diverse candidates will require disproportionately higher salaries. However, it is also important that equitable offers are made to every candidate.

- **Criteria used in selecting the search committee members often include the following:**
 - Knowledge of the substantive area
 - Demonstrated ability in promoting a deliberative process
 - Knowledge of the campus and surrounding communities
 - Strong interpersonal and recruitment skills
- **Search committee members cannot serve if one of the following applies:**
 - A family member, spouse or significant other, etc. is applying for the position.
 - A committee member is applying for the position.

The Dean and/or the Department Chair cannot be the Search Committee Chair or a member of the search committee unless the search is for an Administrative position and/or approved by the Provost/President.

Search Chair

- The Search Committee Chair and Department Chair can solicit information to contact potential candidates for a position from faculty members in the department not on the Search Committee.
- The Search Committee Chair will coordinate contact with the identified candidates with the Department Chair. This can be done once the position has been posted.
- Follow Faculty Recruitment procedures and notify EOS with updates throughout the search;
- Schedule and coordinate Search Committee meetings;
- Ensure that every application receives thorough review and all regulations, guidelines and deadlines are observed;
- Explain the expectations and purpose of the Search Committee, as explained to you by the Department Chair and/or Dean;
- Appoint a Search Committee member to keep notes about Search Committee decisions, including reasons for selecting and not selecting candidates. Selection and hiring decisions must be properly documented and maintained;
- Establish timelines for the search process and inform the Search Committee of any resources available, including recruitment budget;
- Provide copies of the job announcement and advertisements to each member of the Search Committee;
- Ensure that each Search Committee member fully understands what the job entails, and the qualifications required of the position;
- Have the committee establish one standard set of questions to be asked of each applicant interviewed in person or by phone and submit those questions at the end of search to EOS;
- Familiarize the committee with [Interview Questions Do's & Don'ts](#) (located on EOS website) ;
- Act as the official spokesperson for the committee;
- Ensure that clear selection criteria have been established in advance of discussing candidates. Explore these for gender, ethnic and other biases;
- Complete all requested forms at the end of search.
- Recognize that committee members may communicate in different ways and hold different views. Ensure that each search committee member has the opportunity to participate fully.

Confidentiality

All committee discussion is privileged information. Each member assumes a responsibility not to discuss any candidate's name, status, or the content of any committee conversation to any non-committee person within or outside the institution. Only the committee chair should make any and all public comments about the search.

Faculty Position Authorization

Faculty Position Authorization Form

The Faculty Position Authorization form is used to obtain permission to advertise all tenure or tenure-track faculty positions. Included in the faculty authorization packet should be the approval form, a soft copy of the advertisement, a recruitment plan and timeline for benchmarking progress. The packet should be sent to the Office of Equal Opportunity Services. If the form needs to be revised, it will be returned to the Search Chair. Upon final approval by EOS, the Faculty Search will be assigned a Search Code and an Approval email will be sent to the Search Chair with that information.

The form requires the following approvals (1) Department Chair, (2) Dean, and (3) Director of EOS questions regarding completion of the Faculty Ad Approval form may be directed to the EOS office (817) 272-2106 or facultysearch@uta.edu.

Conduct a Department Review

The Department should conduct an annual review of the department to identify educational goals for recruiting new faculty as a result of retirements, resignations, programmatic shifts or enrollment surges. The Department's educational goals must be the basis of the program's decision making. For example, the Department may want to recruit new faculty to:

- Create a diverse mission-sensitive faculty
- Create a faculty profile that mirrors the profile of student majors and minors in the Department
- Broaden course offerings
- Transform the curriculum
- Add or expand an area of research

To avoid inadvertently contributing to further ethnic and gender disparities within the Department, or hiring faculty who do not value UT Arlington's commitment to diversity, compare the ethnicity and gender of students in the department with the ethnicity and gender of the faculty. Also compare the ethnicity and gender of the student body with the ethnicity of the faculty in the department. If the ethnic and gender representation of faculty does not reflect the proportional representation of students in the department and UT Arlington student body, use data in Faculty Availability Statistics, and other national pools for the field as a whole and for subfields in which the Department is hiring to determine the availability of candidates. Availability is an estimate of the number of qualified faculty in a specific discipline, including underrepresented groups, available for employment at colleges and universities in the United States. Compare the number of underrepresented faculty in the department or discipline with the number available for employment.

Recruitment Plan

The Search Committee chair will work with the Department Chair to create a recruitment plan which will consist of the advertisement, position description, Ad Approval Form and time line. The objective of the recruitment plan is to identify the Search Committee's administrative process for conducting the search, and the recruiting efforts the Committee will employ to obtain a broad and diverse pool of candidates.

Advertisements

Advertisements for positions should be written by the Search Committee as part of the Recruitment Plan and, therefore reviewed, and approved by the Department Chair and Dean before they can be submitted to EOS. EOS will ensure the position described in the advertisement meets compliance and University standards. Positions must be identified according to college, title of the position, qualification requirements, and duties.

The advertisement will contain several required elements. However, as advertisement content determines who can be interviewed and hired, draft qualifications carefully so they are not overly restrictive.

Advertisements should include:

- the name of the position/rank
- the deadlines or closing dates, if applicable for the position
- the “Required Qualifications” and “Preferred Qualifications” with descriptions of the knowledge, skills, and abilities for the position (A generalized comment is preferable to citing a specific number of years)
- a detailed description of information candidates must submit
- advertisements can include a stand-alone paragraph for each rank
- advertisements for “open rank” positions must describe criteria for applying for each professorial rank
- a statement indicating whether ABD’s will be considered.

The following statements should be included in the advertisement in addition to the required elements:

- “UT Arlington is an Affirmative Action/Equal Opportunity Employer. Women, minorities, veterans, and individuals with disabilities are encouraged to apply.”
- “The use of tobacco products is prohibited on UT Arlington properties.”
- “A criminal background check will be conducted on finalists.”

Special issues to consider when developing your advertisement:

- “Pending budget approval (if applicable).”
- If a closing date is being used in the advertisement instead of a rolling deadline, applications received after the closing date cannot be reviewed.
- EOS recommends Colleges use a bulk advertisement to list all faculty positions available in a College in a national (print) journal. In the bulk advertisement, EOS recommends that Colleges use a condensed job title, duties, and requirement statement for each position listed in the advertisement. If a College uses a bulk advertisement they must provide instructions for applicants to review the complete advertisement for each position included in the advertisement on the College/Department web site.
- Departments must submit and receive EOS approval for both the bulk advertisement and the complete individual advertisement posted on the College/Department Web site.

Screening of Applicants

Applicant Pool Procedures

Either the Search Committee or the administrative staff of the academic departments may handle the following administrative requirements.

1. Department Chairs should ensure that a checklist is created to track administration of the search process. The checklist should provide continuity and detailed instructions for administrative staff to follow throughout the search process. A step by step guide can be downloaded from the EOS Faculty Search website
2. Once the department starts receiving applications, each application must be date-stamped on the date it is received and applicants must be sent an Application Acknowledgement Letter as receipt of their application and support materials. (see below for further instructions on this process)
3. Applicants who have not submitted all required documentation requested in the advertisement must be contacted immediately and informed of their incomplete application.
4. The Search Committee should develop a form letter containing a check list based on the advertisement for notifying applicants that something is missing from their applications. Application packets cannot be reviewed by the Search Committee until the applicant submits all

required documentation specified in the advertisement. All contacts with the applicant must be documented. Dated e-mail is acceptable.

5. All applicants whose files are complete must receive full and consistent consideration by the Search Committee. If a position has a rolling deadline, the Committee must continue to review all completed applications received until the position is filled.
6. The Faculty Applicant Pool form must be completed (listing the names of all applicants who have applied by that date). The form must be signed by the Search Chair or an appointed representative and reviewed by the Dean who submits it to EOS for certification.
7. Candidates must be placed in the pool(s) for which they have specifically applied. The Search Committee may contact a candidate to determine their interest for other positions for which they qualify and did not indicate. Documentation for this contact is required. The Committee may begin reviewing applicant files once they are complete.

Applicant Self ID Survey and Acknowledgement Letter

EOS website lists the latest Applicant Acknowledgement Letter with a link to the Applicant Self Identification Survey site. Each applicant who applies for an open position must be emailed (or mailed) an acknowledgement letter which includes the instructions for filling out the online *Applicant Self-Identification* survey used for Affirmative Action reporting. This is also the perfect opportunity to notify the applicant if there are missing application materials. *It is recommended that applications be acknowledged within one week of their receipt.* The letter must include the search code that you obtained from EOS along with a link to the Self-Identification survey website. The office of EOS will be tracking all Self-Identification surveys for federally-mandated applicant tracking obligations. The applicant self-identification survey information is also utilized by the office of EOS when assessing the diversity of the candidate pool. Please contact the office of EOS if you have any questions. This The Application Acknowledgement Letter must contain this link: http://www.uta.edu/eos/faculty-search/employment-opportunities/sid_form.php to the Application Self Identification form. If an applicant is unable to access link a hard copy of the self-identification form may be sent.

Initial Screening and Short List Process

1. After applications have been reviewed and the Committee has made a determination that an applicant will no longer be given consideration during the search, the Search Committee/ Department shall send the applicant a “Letter of Regret” informing the applicant that they are no longer being considered for the position.
2. Interviews during Screening Process
 - Telephone screening and video conferencing interviews can be used to screen applicants before creating the 2nd round short list. The Search Committee must ask similar questions of each candidate interviewed by telephone or video conferencing. EOS **strongly recommends** that more than one member of the Search Committee be present for screening interviews.
 - Preliminary contact with potential candidates may occur through recruitment efforts at academic and professional conferences. Interviews of potential candidates at conventions or professional conferences are considered part of the screening process and subject to guidelines in this manual. The purpose of meeting with candidates is to determine their credentials and talk about their research and teaching experience as well as to inform them about the University and the relevant department. Guidelines for meeting with candidates at conferences are as follows:
 - Contact should be limited to faculty members who have received prior Faculty Recruitment Training by EOS.

- Sessions with candidates may be prearranged through the association that is hosting the conference.
- The interviewer must have a prepared list of questions and use consistency with respect to questions asked of all candidates. Questions asked of candidates at a conference should also be asked of candidates who were not screened at a conference.
- Screening interviews can only be conducted on candidates who have submitted a completed application that has been reviewed by the Search Committee. If a candidate at a conference has not submitted a completed application, Committee members should only provide information about the position. This is considered networking and is allowed.

Use Search Committee Forms to Evaluate Candidates

The next step involves creating standardized evaluation forms to evaluate candidates against the Position Announcement. The evaluation process should be designed to determine each candidate's understanding of and commitment to UT Arlington's goal/mission, demonstrated or potential teaching effectiveness, scholarly and creative activity, and their commitment to diversity as a means of achieving academic excellence. Listed below are the documents you will find in the downloadable file [Search Committee Standardized forms](#):

1. Initial Paper Screening Worksheet for Minimum Qualifications
2. Applicant Rating Sheet
3. Student Reactions to Candidate's Instruction
4. Form to Evaluate Candidates during the Campus Visit
5. Guidelines for Checking References
6. Questions for Checking References
7. Checklist for Evaluating Written Recommendations
8. Faculty Feedback

These additional documents can also be downloaded at <http://www.uta.edu/hr/eos/faculty-search/faculty-search-committee-manual.php>.

1. Candidate Rating Form (Candidate Rating Form.docx)
2. Applicant Screening Matrix (Applicant Screening Matrix.docx)

Interviewing (2nd round Interview of Candidates)

Interviewing and recruiting at Academic and Professional Conferences

Some departments attend professional conferences to identify potential candidates and conduct 2nd round interviews. Meeting with potential applicants must be informal if the individual has not officially applied for your open position. For example, if you are attending a conference before you have officially opened a search, you may informally meet with people to talk about UT Arlington, your department and discuss potential faculty openings.

Second round interviews are permitted at conferences if the individual has applied for an open position. For example, if your position was opened in September, and you attend a conference in October you are permitted to schedule applicants for interviews at that conference. If an individual has not applied for an open position, they should not be formally interviewed. It is also strongly recommended that an underrepresented minority be included in all off campus interviews. Also, all search committee rules regarding interviewing should be observed.

Telephone or Skype Interviews

Telephone or Skype interviews can be an effective and low-cost method of screening your 2nd round list

applicants. If you plan to conduct these types of interviews, your second round list should be approved by the Office of EOS *prior* to scheduling the phone interviews.

It is important that the Search Committee develop a structured interview format in advance. The Committee should identify the questions that will be asked of all candidates. A written summary of each interview should be prepared for record-keeping purposes and for use during the final evaluation process. It is extremely important that all telephone or Skype interviews, just like in-person interviews, follow a consistent format and the results of each interview are documented.

Well-planned and executed interviews result in better hiring decisions and are an important factor in recruiting. Regardless of their cultural background, candidates are more likely to accept job offers if they believe that the interview process was professional and fair. For external candidates, the interview begins with their arrival at the airport and ends with their departure. All interactions with candidates are “on the record.” It is important to be mindful of messages we send with our words and actions. These principles also apply to internal candidates.

The following information will help you prepare for the interview portion of the search.

- The committee should consult the Office of Equal Opportunity Services for assistance.
- The interview must also include a discussion with candidate references and when they will be checked. The committee must have the explicit consent of the candidate prior to inquiries into references.
- The committee can proceed to check references provided by the candidate. References other than those provided must have explicit consent of the candidate.
- A candidate's current employment position must be ascertained in order to disclose any possible problems with the candidate's credentials for the position.
- The length and elaborateness of the interview process will vary with the position to be filled.

Approval of Candidates for On-Campus Interview – *Final Round*

The purpose of the campus interview is to seek job-related information for a fair evaluation of all candidates. At the conclusion of the search, the Search Committee Chair should collect and submit all interview notes to the Department Chair. Department Chairs are responsible for ensuring notes of interviews and relevant documents are kept in the recruitment file.

1. Interviews may begin when the final round list of candidates has been approved by the Dean and reviewed and approved by EOS.
2. When inviting the candidates to campus for interviews, the Department Chair or his representative must inform each of the candidates that a Criminal Background Check (CBC) form must be completed as part of the interview process. All applicants must complete the form. If a candidate objects to the CBC, inform the candidate a CBC is a requirement of employment and that they cannot be considered further unless they agree to complete the CBC form.
3. Prior to the interviews, Search Committee members will develop a list of four to five standard questions that will be asked of all candidates. Additional questions asked of candidates can be spontaneous and unscripted as long as they pertain to job requirements. Questions are to be asked in a consistent manner for all candidates. Participation of all Committee members is encouraged at each interview to enable a fair comparison and vote for all candidates interviewed.
4. The Department Faculty Review Advisory Committee must review candidate files for positions with tenure and submit a recommendation to the Dean through the Department Chair. Full professors should be the only ones to evaluate candidates for full professor with tenure. This evaluation should take place once candidates have been selected from the short list for interviews.
5. It is preferred that all candidates be interviewed on campus. Telephone and web-cast interviews can be conducted with prior approval of the Department Chair. The Search Committee must ask similar questions of each candidate interviewed as those posed to candidates during on-campus interviews. EOS recommends all members of the Search Committee be present for the interview.

6. The Search Committee should develop plans for presenting the department, college and university in the best possible light:
 - All candidates should be offered the opportunity to meet with faculty members not on the Search Committee, students, and faculty members who belong to groups or organizations on campus that a candidate expresses an interest in during their interview.
 - The Department Chair should discuss job requirements as well as criteria for promotion and tenure at UT Arlington with the candidates.
 - All candidates should be provided with services and information that encourage them to view UT Arlington and Arlington as attractive locations for them to work. Any approved expenses incurred for such purposes shall be reimbursed as part of the costs of the search, subject to budget and policy constraints.
 - Candidates should be given the opportunity to interact with the department's faculty in multiple venues.
7. The Provost may also interview candidates being interviewed for positions at the Associate Professor level with tenure, Full Professor candidates with tenure, Endowed positions and Department Chairs if there is an external search for a chair. Feedback from these interviews will be provided to the Dean in the colleges conducting the search.

Preparing for the Interview

According to the Equal Employment Opportunity Commission (EEOC), questions regarding race, sex, religion, age and national origin cannot be asked of any candidate. In addition, to comply with the Americans with Disabilities Act (ADA), do not ask questions regarding a candidate's disability and medical condition. You are encouraged to contact the office of EOS for assistance with pre-interview preparation, including review of interview questions for appropriateness and legality. Please refer to the [*Interview Questions Do's and Don'ts*](#) for clarification of legal issues and basic guidelines in pre-employment inquiries.

In addition, you and your department must be ready to make reasonable accommodation for qualified applicants with disabilities. "Reasonable accommodation" is described in the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. Please contact the office of EOS for more information on this topic, as state and federal laws regarding this issue are complex.

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

- The Committee may decide to use a rating form to evaluate each applicant in terms of education, work experience, research, scholarship, teaching experience and other job-related criteria. The Committee should determine how such a rating form will be used, including the process for calculating results.
- Prepare interview questions that directly relate to the skills, abilities and experience that are required of the position—develop these questions with the position description and selection criteria in mind. In advance of the interviews, discuss what constitutes an appropriate answer to each question. This discussion will ensure that all members understand the questions and will provide a basis for determining how to rate each candidate's responses.
- Do not ask questions regarding personal life or questions designed to elicit information about race, sex, family status, religion, age, national origin, disability, sexual orientation, etc.
- Be consistent—ask the same core questions to all candidates and forward a list of questions asked to EOS as part of closing paperwork.
- 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.
- Prepare same or similar interview schedules for each candidate to allow ample time for interaction. 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.
- If a presentation is part of the interview process, consider providing evaluation/feedback forms for the audience to complete and submit to the Search Committee.
- Understand that social situations (i.e. lunch or dinner with faculty) are still a part of the interview process—maintain professional decorum throughout.
- Include questions that allow candidates to speak to their diversity-related experience and expertise. (For example: How would your participation help the department meet its diversity-related goals?)
 - Talk about diversity at UT Arlington and in the department and ask how the candidate can contribute.
 - Avoid questions based on assumptions about the candidate's ethnicity or other aspects of his or her diversity.
- Meet with all faculty and other invited participants before the interview to ensure that everyone is prepared to participate.
 - All participants should study candidates' dossiers and prepare questions focusing on their professional experience rather than on personal demographics.
 - The candidate may volunteer information on religion, marital status, sexual orientation, etc., but no follow-up questions may be asked.
 - Acknowledge that interviewers may feel less comfortable interviewing candidates they perceive as different from themselves in comparison to candidates who are perceived as similar. Acknowledging it may prevent interviewers from allowing this discomfort to bias their evaluation of excellent candidates.
- Provide a detailed interview schedule to department members and the candidates before they arrive on campus. Candidates who reside outside Arlington must have arrangements made for the interview. The committee should send the candidate information regarding UT Arlington prior to the interview.
 - Ask the candidates if they want to see particular facilities or meet specific people.
 - Provide opportunities for all candidates to interact with diverse faculty and students.
 - An itinerary for the visit
 - A tour of the city
 - Real estate information
 - Public school information, as appropriate
- Avoid topics that have no bearing on job performance.
 - Ensure that everyone who will interact with candidates is aware of EOS policies and procedures and is sensitive to these issues in their conversations with candidates as well as in their interventions in departmental process.
 - Provide copies of "[Interview Questions Do's and Don'ts](#)" and the [Candidate Interview Evaluation Form](#) to all faculty, student and staff who may come into contact with candidates.

The Interview Itinerary

The campus interview is your opportunity to tell each candidate about the history of UT Arlington and the university's commitment to academic excellence and diversity. The quality of the campus visit will play a large role in whether your top candidate decides to make UT Arlington his/her home. Remember, interview itineraries should be similar/comparable in scope and duration for each candidate who is invited to interview for the same position. Some tips:

During the Campus Visit

- Create a welcoming environment; put the candidate at ease. Highlight the University's strategic mission and commitment to diversity.
- Sell the job/the department/UT Arlington/City of Arlington, the Dallas/Fort Worth Region.
- Give all candidates equal opportunity to describe their qualifications and interests in the position.
- Ask questions about candidate's actual experience and past behavior rather than posing hypothetical questions.
- Offer to introduce candidates to those in other departments with similar interests or situations and to potential colleagues/research partners. Follow up as appropriate.
- *Ask the candidate if there are other questions or other things they want to see or hear!* You can't ask if they want to visit a Black church, but you can ask if they have questions about cultural institutions; and if they open the door, or meet with faculty from the Spanish Department, etc. Include materials on minority organizations and businesses. The idea is to tailor materials to known candidate interests.
- Wow your candidate! Create the interview itinerary in a manner that showcases the spirit and enthusiasm that is UT Arlington "**BE A MAVERICK**";
- 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 students, relevant centers or interdisciplinary programs;
- Arrange for each candidate to meet with a Human Resources Representative to discuss UT Arlington's benefit programs;
- Arrange for a city/real estate tour, if appropriate;
- Make sure candidates are escorted throughout their visits and never left to " fend for themselves";
- Meals and/or receptions that are scheduled for one candidate should be scheduled for all candidates;
- Utilize a variety of different venues during the interview. Consider including spaces like the Library, the University Center (UC), or the Maverick Activity Center (MAC).

After the Visit:

- Follow up with the candidates with responses to unanswered questions.
- References must be checked before an offer is made.
- Encourage colleagues to contact the successful candidate during the interim between accepting the offer and moving to campus.
- The Dean and Department Chair should be kept apprised of progress.

Closing the Deal

UT Arlington has a great deal to offer. In addition to competitive salaries, candidates will be impressed with the wide range of opportunities and benefits available at UT Arlington and in the surrounding region.

- Take all reasonable measures to speed up the search process, so offers can be made in a timely fashion.

- Ensure that the proposed pay level for a female, ethnically diverse, international, or other diverse candidate is comparable to that of a majority candidate.
- Refer any questions concerning UT Arlington's benefits package to Human Resources.

Checking References

The Search Committee may request letters of recommendation and/or check references which are provided by the candidate. Other references should be checked with the candidate's permission. A diligent effort should be made to check references and credentials before any job offer is made.

- 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.

When the most qualified individual has been identified by the committee and cleared through the appropriate supervisory channels, an employment offer may be made. An offer must be consistent with the current salary for that position, and exceptions to existing salary budgets must be approved by the Provost. At the completion of on-campus interviews the search committee should put forward the name of the candidate they recommend for the position. This is followed by discussions and voting by departmental faculty to confirm the recommendation 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.

- Request responses from everyone who had any contact with the candidates. Interviewers should complete and sign a Candidate Interview Evaluation Form for each applicant who received an interview.
- The committee should review all feedback and make a proposed final list of acceptable and unacceptable candidates with strengths and weaknesses for each candidate.
- Consult with the Department Chair and/or Dean. Either or both may wish to consult in person with the committee. If there is general agreement, this may happen quickly.

Final Recommendation/Selection

1. After all interviews, the Search Committee will meet and discuss the candidates who were interviewed. Included in the Committee's discussion will be feedback from Department faculty.
2. The Search Committee will communicate to the Department Chair a summary of strengths and weaknesses of the candidates who were interviewed and recommended hiring options. The Department Chair may seek additional input through a departmental discussion. After reviewing the Committee's summary and departmental feedback, the Department Chair will provide the Dean with comments on each candidate and hiring recommendations.
3. If the faculty members do not recommend a candidate(s), they may reevaluate the remaining candidates on the finalist list and/or in the candidate pool and recommend additional candidates for interviews, pending administrative approval. If no other candidates are recommended for interview, the position may be re-advertised or the search may be closed.

The Hiring Phase -Closing the Search

Extending the Offer

1. The Dean or his or her designate should contact the best qualified candidate, confirm the candidate is still receptive to an offer discuss key issues, including salary, start-up funds, teaching responsibilities, moving expenses, etc.
2. The Office of the Provost must approve all preliminary letters of offer. Letters must include:
 - Rank
 - Salary
 - Teaching duties
 - Start-up funds and timelines for use
 - Relocation expenses
 - Graduate student support (if any)
 - Equipment
 - Office and other SupportNotice regarding Federal Immigration Reform and Control Act. The Dean retains a copy of offer letters with account numbers for all expenditures to ensure expenses do not exceed amounts allocated for recruitment. The Office of the Provost maintains a "Source of Funds Form" documenting the source of funds for all faculty hires.
3. In the recruitment of faculty who are not U.S. citizens, the hiring department should contact the International Specialist in the EOS Office prior to preparing the job offer to obtain guidance regarding procedures for hiring international candidates.
4. The hiring department is responsible for all costs related to hiring an international scholar. The department must insure all required forms and associated documents for hiring an international candidate are completed and forwarded to appropriate authorities. ***If not the candidate cannot come to campus until completed.***
5. ABD's can be offered a position if the advertisement indicates that this is possible. The following guidelines apply:
 - ABDs may apply, but preference will be given to candidates who have already finished their degree.
 - ABDs should be granted no more than one year to finish their degree. If the ADB does not complete his/her degree within a year, a review of the appointment is required, and may result in the termination of employment.
6. Departments are encouraged to assist in locating employment for spouses by providing information about positions at UT Arlington and in the local community.

The Provost will send an email to the President affirming or amending the Dean's recommendation. If authorization to hire is given, the Department Chair offers the position to the candidate(s) and negotiates terms as appropriate in consultation with the Dean. If the recommendation as submitted is not accepted, the Dean discusses it with the Provost 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 or Department Chair 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 Provost sends the written offer of employment to the candidate(s). If the candidate(s) declines the position(s), the Dean or Department Chair has the option to close the search or to go to the committee's next recommended candidate and proceed. If the candidate(s) accepts the offer and returns the signed letter, the Dean's Office notifies the Department Chair, the Provost, Human Resources, Budget and the EOS Office via electronic copy of the signed letter. A Dean or Department Chair may close the current search and reopen a new search if the current search results in no accepted offers.

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

Closed Searches

If the Faculty Position is filled

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

Offer letters will be sent to job candidates from the Provost's Office. A return envelope, with postage, addressed to the Provost's Office will be included. If special arrangements are necessary (e.g., overnight mail), please indicate this when you send the offer letter to the Provost's Office, and include a mailing envelope and label. An electronic copy of the returned acceptance/declination letters will be sent to the units as soon as they are received in the Provost's Office.

If the Faculty Position is NOT Filled

If a position goes unfilled because the candidate declined an offer, the applicant pool was not strong, or the search was canceled due to lack of funding, it is advised that the search be closed. This ensures that searches are not open indefinitely, which can cause confusion for applicants as well as record-keeping difficulties. Candidates should be informed by letter or email when a search is closed. If the same position reopens in the future, prior applicants must reapply if they are interested. Previous applications should not be carried over from one search to another search. In the event the employment offer is not accepted, ask the reason for declination and send it to the Office of the Provost. The Chair of the Search Committee in which the position exists must notify Equal Opportunity Services whether they decide to:

- Make the employment offer to the next qualified candidate
- Ask the search committee to identify additional candidates
- Cancel the candidate pool and reopen the position

Regret Letters

Send regret letters as soon as possible, advising applicants of the status of their application and the search. Only send regret letters to those applicants who will not be considered further for the position. It is recommended that you wait to send regret letters to any candidates who may still be under consideration until you are certain that you will not need to go back to the applicant pool to select additional semi-finalists. Regret letters may be sent to applicants at various stages throughout the search, for example:

- When an applicant applies after the deadline indicated in the position announcement, and thereby will not be considered for the position;
- After the initial applicant screening (to those candidates who do not meet the minimum required qualifications of the position);
- Once the short list has been determined (to those candidates who did not make the short list and who will not be considered further);
- Once the campus interview list has been determined (to those candidates who did not make the campus interview list and who will not be considered further);
- Once the outcome of the search is certain (i.e. candidate accepts, or search is closed without being filled).

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

New Hire Package

New Hire package of original documents are submitted by the Department through the Dean to the Provost for review prior to requesting a Letter of Appointment from the President to the candidate. All materials for the recruitment package should be assembled by May 31st, and sent to the Provost. If this deadline cannot be met, contact Connie Frazier @ 22103 for guidance.

Information needed by EOS.

New Hire Packet must include the following:

1. [Offer Approval Request Form](#) (formally known as “PAR”)
2. Fall and Summer Offer Letters from the Dean
3. Request for Start-Up Funds for New Faculty Hires. (this is the second sheet in the Offer Approval Request excel file)
4. Certification of Credentials
5. CV
6. Recruitment Summary Report
7. Applicant Summary Form which includes
 - ASF Hiring Summary sheet
 - ASF1 – explained in step II above
8. Criminal Background Check
9. Reference letters
10. Copy of the advertisement

Removal of Position Announcement

Remember to remove any advertisements associated with your position once the position has been filled or the search closes without filling. EOS automatically removes the advertisement from their website, once the status of the search is closed or before the start of recruiting for the next academic year.

Evaluate the Search

We appreciate your willingness to serve on a search committee for faculty. During the search, we hope that you identified and recommended outstanding candidates who have the potential to help UT Arlington achieve its strategic goal.

All Committees must evaluate the process after completing a search for Full-Time Tenure or Tenure-Track Faculty. Like other institutions of higher education, UT Arlington strives to create and maintain a culture of evidence. The University will use the empirical evidence generated by Evaluation of the Search Process to make critical decisions about faculty searches in the future.

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?
- Were 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?

Non-Compliance with Competitive Search Process

Non-Compliance of Faculty Search occurs (not all inclusive):

- If a faculty position is advertised for publication without EOS approval
- If a position is advertised **without** funding approval by the Provost's Office. For example, if the position is pending funding approval, the advertisement **must** include a disclaimer "pending budgetary approval..." (if applicable)
- If the Equal Opportunity Services is **not notified** of the status of the search; for example, is the position Filled, Closed, on Hold, or Canceled, etc.
- If EOS is not notified that the Search Committee Chair or members have changed at any time during the search
- If the Applicant Data Flow letters are not sent to each applicant that submits an application via mail or email
- If any required forms are not submitted in a timely manner.

If it is determined by the Dean, Department Chair, Provost or the EOS Executive Director that non-compliance has occurred the search may be suspended until compliance with procedure has been achieved.

Conclusion

Dual-Career Considerations

It is possible that candidates will inquire about spouse/partner employment opportunities. The University of Texas at Arlington recognizes the importance in recruiting and retaining excellent faculty. In an effort to promote the University's recruitment, promotion, retention and diversity goals, UT Arlington has implemented a dual career assistance pilot program. The program is designed to assist relocating spouses/partners of newly hired faculty in their efforts to find employment. The Dean of the college or school should be contacted for more information regarding this program.

UT Arlington is a member of the North Texas HERC and is committed to recruiting and retaining the most talented and diverse faculty and staff and assisting dual-career couples. If the candidate expresses interest for his/her spouse for a University staff position or employment outside the University, refer them to the North Texas HERC website (www.northtexaherc.org) or contact the EOS for assistance.

Non-Citizens/Foreign Nationals

During the last decade, United States immigration law has established strict requirements for employers who wish to hire people who are not citizens or permanent residents of the United States. As your department begins the selection process to fill a position, it is essential that you work closely with EOS. Their staff can assist you in following the proper guidelines to ensure equity for all applicants. 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 EOS.

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

If the most selected candidate is a foreign national, please be aware that they will require specific work authorization to begin employment at the University. Discuss this with the selected candidate and immediately contact Linda Manning, International Employment Specialist to explore the options. Please

note that it takes significant time to obtain work authorization for a foreign national hire due to federal government procedures and timelines, and this may delay the start date of the new hire. In most cases, the University cannot expedite this process.

Please remember that UT Arlington 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 Linda Manning, International Employment Specialist.

Record Retention Guidelines

It is critical that original application and interview materials related to your search (letters of interest, vitas, letters of recommendation, and any other materials submitted by an applicant, plus documentation related to the search) be retained in conjunction with state and federal records retention guidelines—in most cases this means application materials must be kept for 2 years from the close of the search. We recommend keeping search materials for *3 years from the end of the fiscal year in which the search closes* (i.e. materials for a search that closes on February 12, 2010 are to be retained until August 31, 2012). Academic departments are responsible for retaining these files in their department. Please contact the Equal Opportunity Services at (817) 272-2106 before destroying search records.

Recruitment Timeline

The Provost is committed to ensuring that the faculty search process results in the recruitment and employment of highly qualified faculty. He encourages departments and colleges to follow the timeline outlined below in order to facilitate a rapid and efficient process that results in hiring the best faculty available in a highly competitive market. Exceptions to this timeline may be requested as part of the Recruitment Plan.

August	Form Search Committee and appoint chair; finalize advertisement
September	Training by EOS; place advertisement; send letters, soliciting nominations
October 15-30	Soft closing date; review applicants; develop short list of candidates
November 1-15	Phone/video interviews (optional); extend soft deadline (if needed)
December, January	Submit On-Campus Interview request and CBC; On-campus interviews with candidates on short list
February	Select best candidate; work with Dean to develop startup package; Department Chair/Dean negotiates offer
March	Finalize appointment and begin assembling Recruitment Package (See final package)
April – August	Close search and submit required paperwork. Prepare office and/or research space for new faculty member