**Hiring Innovative EM Team Members**

To support our goal in building a team of creative and innovative players, the Enrollment Management Innovation Workgroup has identified the following strategies for promoting innovation as an EM value and for attracting and identifying prospective employees who embrace creative and innovative approaches to their work.

Responsibilities

Include clear language in the responsibilities section of the position requisition that speaks to UMBC and EM’s interest in attracting people who are innovative. Recommended language:

“*UMBC has been consistently recognized by US News and World Report as a “higher education trailblazer”. We welcome innovative and creative thinkers to join our Enrollment Management team.”*

Preferred Qualifications

Consider including the following statement in the preferred qualifications section of the position requisition:

*“We are seeking candidates who exhibit a strong commitment for innovation as demonstrated by their ability to be proactive, change agents, dynamic, universal (far-reaching), forward-thinking, strategic, and collaborative.”*

Interview Questions

Consider asking at least one of the following questions (appropriate to the position) of each candidate during the interview process:

At UMBC, we strongly value innovation and are committed to fostering an environment that supports and promotes creative thinking and problem-solving. With that in mind,

1. If you had one month and a $\_\_\_\_ budget to tackle any project, what would it be?
2. You have five minutes with our VP; what question(s) would you ask that would make her rethink admissions, advising, or other areas of enrollment management
3. You’ve presented a great idea to your immediate supervisor or upper-level management/ faculty/departments, but they’re not buying in. What’s your next move?
4. How do you balance the need to come up with something creative with the need to create something functional (useful)?
5. What's a major issue facing (your field) today, and how would you address it?
6. How do you lead change management?
7. How did you lead/work/add to an innovative practice at your current work place?
8. Tell us about a time when you’ve done something particularly innovative to improve a practice/procedure. What was it, what did you do, what were the challenges, and how did it turn out? (Presentation Question)

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