

BUFFALO STATE COLLEGE

DIRECTORY OF POLICY STATEMENTS

Policy Number: VI:02:01

Date: January 1987

Subject: **Searches**

GENERAL GUIDELINES

A. Policy and Exception

1. The policy of Buffalo State College is to conduct searches both on and off campus. Such wide searches are most likely to result in achieving our primary goal, which is selecting the best candidate for each position.
2. Exceptions
 - a) “Acting” appointment not preceded by searches. May occasionally have to be made on an emergency basis. However, care must be taken that this not be permitted to subvert the fundamental policy, which is to search.
 - b) Restricting searches to internal candidates may be an advantage for criteria posts if, for example they require substantial familiarity with campus issues, or if financial constraints require us to reassign current staff rather than adding to our total college staff. Internal searches should nonetheless be open searches, except where other considerations (as below) require otherwise.
 - c) The particular skills and interests of existing staff and/or the changing nature of the emphasis or functions of a department; may suggest the wisdom of adjusting an individual’s responsibility to fit these special circumstances. In such cases, a search would be inappropriate since a vacancy actually doesn’t exist; the seemingly new post results rather from a redefinition of responsibilities in a filled position. Again, great care must be exercised that such a procedure does not subvert the intent of the search policy.
 - d) Within certain departments or functions, reasonably clear career “ladders” exist through which an individual may expect, under normal circumstances, to move, and within which most jobs can be seen as occasions for internal promotions rather than widespread searches. Department heads are encouraged to give consideration to filling vacancies in such positions from among the staff members of their unit. In instances where such an approach gives promise of resulting in the selection of a qualified candidate, the availability of the promotional opportunity should be made known to all

eligible staff members within that department and the resulting search may be limited to that unit. In instance in which this approach is unlikely to identify qualified candidates, a more widespread search should be undertaken.

B. The Recommending Officer

It is the responsibility of the officer who will make the recommendation on appointment to stipulate the job description in advance of the search as well as the general parameters of the search process (e.g., use of a search committee, internal or external search, anticipated date of appointment).

C. Search Committee

1. Search committee are required by the College By-Laws for the appointment of department chairs and academic officers.
2. Search committee should be used for appointments to any position carrying substantial line authority.
3. Search committee should be used for appointments in which substantial involvement of the constituents of the post in the appointment process can lead wisdom to the selection process and legitimacy to the appointment.
4. Special efforts should be made to include women and minorities in the search committee and throughout the search process.

D. The Search Process

1. Search process for identifying and recommending to the President candidate for department chair, vice President for academic affairs and deans shall be carried out in accordance with article VI of the College By-Laws.

Search processes for other posts should be specified by the recommending administrative officer consistent with the principles of these guidelines.

2. The composition of search committees should reflect the constituencies most involved with the position under consideration; for example, student representation should be more numerous on the search committee for student affairs posts than on committees for academic officers.
3. All searches should be active efforts to discover strong candidate, and not simply screening procedures. Advertising is essential, but more than advertising is required. Use of personal contacts and wider networks, for example, can be helpful in locating top candidate.

Particularly in the case of internal candidates, special encouragement may be necessary. Excellent candidates may not come forward, and may even decline nomination, out of the fear of rejection and consequent awkwardness and embarrassment. Recommending officers and search committees must be sensitive to these feelings and must balance the risk of false hopes and other problems, especially for weaker candidates, against the risk of missing potentially strong candidates.

4. Our commitment to affirmative action must be taken seriously in all searches. The following policies and procedures should help enhance the possibility of women and minority appointment:
 - a) At the outset of a search, the recommending officer and the chair of the search committee must meet with the college affirmative action officer.
 - b) Positive steps must be taken to increase the number of women and minority candidates. Women and minority representation on search committee, advertising most likely to reach women and minority candidates, and the use of personal contacts can all contribute to bring more strong women and minority candidates to the attention of the search committee.
 - c) The college is strengthened by the diversity of its faculty and staff. Therefore, among candidates equally qualified in other respects, the female or minority candidates and preference given accordingly. Those attributes, in other words, should be considered a “plus” for those candidates.
 - d) The President will not approve appointments until the affirmative action officer has confirmed that the search process has conformed to our affirmative action commitments. Close communication should be maintained throughout the search among the recommending officer, committee chair, and affirmative action officer in order to avoid impeding the appointment process.
5. Throughout the search, there must be extensive communication between the recommending officer and the search committee. Search committee recommendations are advisory to the recommending officer, and the search should be as collaborative as possible. Search committee should not simply “rubber stamp” the judgment of the recommending officer, but neither should they take an adversarial stance or work in isolation.
6. All searches, whether or not they are carried out by the formal search committee, must be carried out in confidence.

7. Attention must be given to the letter and the spirit of the agreement, Articles 35.4 and 35.5 (special consideration of SUNY retrenches)
8. Upon impasse within the search committee or upon the inability of the search committee and the appointing officer to agree upon a candidate, the committee may be disbanded and a new committee formed. In case of a search covered by the college by-laws a written justification of the impasse must be given by the President to both the chair of the search committee and the chair of the senate.

FOR COMPLETE INFORMATION REGARDING SEARCHES, USE THE FOLLOWING WEB SITE FOR THE COMPLETE *GUIDE TO EFFECTIVE ADMINISTRATIVE, FACULTY, AND STAFF SEARCHES.*

<http://equity.buffalostate.edu/search-procedures-0>