

## CHAPTER ONE: SEARCH RESPONSIBILITIES

### Search Committee Definition

A Search Committee is formed to recommend qualified candidates for the following positions: President, Provost, Dean, Executive, Vice President, Vice Provost, Campus Executive Officer, Department Head, Administrator, Division Dean, Campus Executive Officer, tenure-track faculty positions, and other positions of similar responsibility. The *Search Committee Procedures Handbook* does not generally apply to non-academic administrative and professional positions, which may be referred to as “*Recruitment and Screening Committees*.”

### Dean/Executive/Vice President/Vice Provost/Campus Executive Officer Responsibilities

1. Oversees the hiring process to ensure compliance with policies/procedures.
2. Reviews and approves the Search Committee composition with the appropriate Department Head/Administrator/Division Dean to assure diversity balance by gender, ethnicity, and other diverse representations. If the Search Committee composition can be diversified by the appointment of additional members, such appointments may be made in consultation with the Provost. The Provost may independently appoint additional committee members to the Search Committee at any time.
3. Reviews and approves position announcements to ensure that minimum qualifications do not screen out or discourage qualified women, minorities, or members of underrepresented groups.
4. Notifies the Department Head/Administrator/Division Dean of any changes to the Search Committee process due to conflict of interest (see page 25), insufficient pool of candidates, etc.
5. Discusses a plan of action (in response to the underutilization memorandum prepared by the Personnel Office and signed by the Provost) with the Department Head/Administrator/Division Dean in a timely manner.
6. Consults with Department Head/Administrator/Division Dean and Personnel Director when an insufficient number of applications is generated from women and minorities to determine if: a) the deadline for applications is to be extended; b) the search is to be cancelled and initiated at a later date; c) the search process is to proceed with the pool of applications received; or, d) consultation with the Provost is needed.

7. Ensures that Affirmative Action goals are considered throughout the search process and in the choice of a candidate to whom an offer of employment is made.
8. Approves the list of unranked finalists to be invited for on-campus interviews, as provided by the Department Head/Administrator/Division Dean. Also notifies the Provost (in a timely manner) of any exceptions to the search process, including disagreement(s) over the list of finalists recommended by the Search Committee (see CONFLICT OF INTEREST, p. 25).
9. Reviews and approves a memorandum of justification prepared by the Department Head/Administrator/Division Dean, when the:
  - a. Candidate selected is not female or minority and the position is identified as underutilized for Affirmative Action purposes;
  - b. Proposed salary is outside the range authorized on the Employment Authorization Form (EAF);
  - c. Candidate selected does not appear to meet minimum qualifications; or,
  - d. Extenuating circumstances warrant further review.
10. Signs the official written offer of employment (see Appendix 16) to the successful candidate in a timely manner. Negotiating factors such as salary, relocation expenses, and start date, are mutually agreed upon with the Department Head/Administrator/ Division Dean prior to the preparation of the letter. The verbal offer may be delegated to the Department Head/Administrator/Division Dean or other designee. **No offer can be extended until approved by the Provost, and no announcement will be made until the letter of acceptance has been signed and returned.** [Letters of acceptance may be transmitted via facsimile pending receipt of the original letter.]

## **Department Head/Administrator/ Division Dean [Branch Campuses] Responsibilities**

1. Completes the Staffing Authorization section of the *EMPLOYMENT AUTHORIZATION FORM* and processes the EAF with one copy of the proposed position announcement and a copy of the proposed newspaper/journal advertisements either “on line” (or in hard copy) to the Personnel Office. The Department Head/Administrator/Division Dean is responsible for the preparation of the position announcement, but may consult with the Search Committee.
2. Discusses a budget for advertising, travel, and related expenses with appropriate Dean/Executive/Vice President/Vice Provost/Campus Executive Officer.
3. Ensures that advertising media and other recruitment efforts are targeted to sites where women, minorities, and underrepresented groups are available (i.e., special interest group newsletters, mailing lists, list serves, letters to Department Head/Administrator/Division Deans, etc.). Minority directories are also on reserve at the Zuhl Library.
4. Appoints a Search Committee Chairperson (in consultation with the Dean/ Executive/Vice President/Vice Provost/Campus Executive Officer). Tenured faculty will be appointed to the Chairperson position for tenure-track faculty positions and some administrative positions (i.e., Dean, Vice Provost, and other positions of similar responsibility). There may be occasions when tenured faculty from other departments may be appointed to the Chairperson position due to limited availability of tenured faculty in small departments.
5. Consults with the Chairperson to appoint Search Committee members. A written notification of the Search Committee composition (including name, rank, and tenure status) will be forwarded in writing to the Dean/Executive/Vice President/Vice Provost/Campus Executive Officer, who will approve all appointments to the Search Committee.
6. Notifies the Dean/ Executive/Vice President/Vice Provost/Campus Executive Officer, and Search Committee of any changes to the Search Committee process due to conflict of interest, insufficient pool of candidates, etc. (see *CONFLICT OF INTEREST*, p. 25).
7. Assures that the Search Committee Chairperson schedules an orientation with the EEO/ADA Director during the first or second meeting.

8. Briefly presents any instructions (i.e., Search Committee charge, position requirements, Affirmative Action memorandum, etc.) to committee members during the first committee meeting. The Department Head/Administrator/ Division Dean may be invited to subsequent meetings by the Search Committee to answer specific questions. The Department Head/Administrator/Division Dean disengages himself or herself from the search process following initial instructions and reenters the process after the committee forwards recommendations.
9. Informs departmental clerical staff of appropriate procedures for handling and forwarding of applications to the Chairperson.
10. Consults with the Dean/Executive/Vice President/Vice Provost/Campus Executive Officer in a timely manner when: a) the candidate pool surfaces only one qualified candidate; b) problems regarding the search process are reported (including disagreements over the list of finalists); or, c) other extenuating circumstances warrant intervention.
11. Ensures that finalists sign, date, and return the *CANDIDATE RELEASE FORM* (see Appendix 10) prior to conducting reference checks or on-site interviews.
12. Conducts reference checks for finalists to be interviewed (or may delegate to the Search Committee). If Search Committee members participate in reference checks, the Department Head/Administrator/Division Dean is responsible for providing instructions (see Appendix 11).
13. Reviews and approves the list of unranked finalists provided by the Search Committee, and schedules interviews for a minimum of two candidates for faculty positions (three for administrative) after clearing the list with the Dean/Executive/Vice President/Vice Provost/Campus Executive Officer. The interviewing and scheduling duties may be delegated to the Chairperson.
14. Assures that interested faculty, staff, students, and relevant constituency groups have an opportunity to view the finalists' application letters and resumes (excluding list of references and reference letters).
15. Invites the Search Committee to actively participate in the interview process and provide feedback. Travel arrangements and interview itinerary preparation (i.e., time, location, identification of committees/community organizations, names/title, etc.) may be delegated to the Search Committee Chairperson, faculty, or staff. Provides the interview itinerary to candidates scheduled for interview and invited participants in advance of the interview dates.

16. Completes and processes the Permission to Offer section of the *EMPLOYMENT AUTHORIZATION FORM* to the Dean/Executive/Vice President/Vice Provost/ Campus Executive Officer for approval (with a copy of the proposed offer of employment letter, successful candidate's resume, Candidate Release Form, and the Application Screening Record, etc.). Any conditions of employment (i.e., moving expenses, contingency agreements, tenure-track effective date, etc.) are negotiated with the Dean/Executive/Vice President/Vice Provost/Campus Executive Officer prior to the preparation of the offer letter and are included in the "Permission to Offer" section of the EAF. **[Note: No offer can be extended by the Dean/Executive/Vice President/Vice Provost/Campus Executive Officer, either verbally or in the official letter of offer, until approved by the Provost. No announcement may be made until the letter of acceptance has been received from the successful candidate. SEE SAMPLE OFFER LETTER - APPENDIX 16.]**
17. Notifies all candidates interviewed that the position has been filled **within 15 calendar days of receiving written acceptance** from the successful candidate.
18. Secures and retains Search Committee records (i.e., vitae, Screening Record, SAF, letters of reference, recommendation memorandum) for a minimum of three calendar years. Retention schedules may vary due to funding source requirements.

### **Search Committee Chairperson Responsibilities**

1. Assists the Department Head/Administrator/Division Dean with the selection of Search Committee members.
2. Distributes the *SEARCH COMMITTEE CODE OF ETHICS FORM* (see Appendix 1) to committee members for signature during the first or second meeting.
3. Informs the Department Head/Administrator/Division Dean of the composition of the candidate pool.
4. Schedules an orientation with the EEO/ADA Director and Search Committee within the first or second meeting to review the search process.
5. Meets immediately with the Department Head/Administrator/Division Dean any time the search process may be compromised due to interference, disputes, etc. (see *CONFLICT OF INTEREST*, p. 25).
6. Schedules and directs all committee meetings, provides copies of all materials to committee members, and maintains a written record of all meetings.

7. Contacts a potential applicant to determine interest in the position when an application is transmitted electronically, by a placement office/agency, or nomination by a third party.
8. Serves as the Search Committee liaison, dates/logs applications, informs all candidates of their application's status within 30 days of the closing date, first review date, or after receipt of application (if an ongoing process). It is recommended that at least three letters of reference are requested, if not submitted with the application. Sends follow-up letters/forms to applicants at the appropriate time in order to avoid unnecessary duress (see Appendices 2, 3, & 4). Postcards are neither confidential, nor an appropriate way to notify candidates of the status of their application. [Reminder: Do not send deselection letters to candidates who may subsequently become viable finalists on the occasion that the successful candidate(s) may decline.]
9. Conducts reference checks, including preparation of the *CANDIDATE RELEASE FORMS* (if delegated by the Department Head/Administrator/Division Dean).
10. Arranges travel accommodations for each candidate to be interviewed on campus (if delegated by the Department Head/Administrator/Division Dean). May be assigned responsibility for preparing an interview itinerary that identifies committees/community organizations, and names and titles of individuals participating in the on-campus interview (when delegated by the Department Head/Administrator/Division Dean). The interview itinerary should be made available to candidates and invited participants prior to scheduled interviews.
11. Completes the *APPLICANT SCREENING RECORD* (Appendix 14) form for administrative review and recommends a minimum of two **qualified unranked** candidates for faculty positions (three for administrative positions) to the Department Head/Administrator/Division Dean. Presents the Search Committee's assessments of finalists' strengths and weaknesses, based on documentation reviewed, to the Department Head/Administrator/Division Dean. In cases when the candidate pool surfaces only one qualified candidate, a written justification to the Department Head/Administrator/Division Dean (and Personnel Director) will be required.
12. Collects all records from Search Committee members and forwards to the Department Head/Administrator/Division Dean at the completion of the search.
13. Ensures that the Department Head/Administrator/Division Dean is alerted about the need for the candidate to be evaluated by the receiving department's Promotion and Tenure Committee when the candidate will be potentially hired at a different rank or with tenure. Some searches may require establishing retreat rights and eligibility for tenure of the candidate prior to appointment.

## **Search Committee Membership**

The Department Head/Administrator/Division Dean and the Search Committee Chairperson will confer as to who will be represented on the Search Committee. Search Committee members should have a legitimate interest in the selection process. For example, in the selection of a faculty member, it is advantageous to include department tenured faculty. For non-academic administrative positions, persons who will be subordinates, peers, and/or superiors of the person selected may serve on the Search Committee. When a Dean/Executive/Vice President/Vice Provost/Campus Executive Officer of a university is sought, it is customary to include subject matter specialists as well as prospective peers and supervisors, according to Higgins & Hollander (hereafter referred to as H&H). Every effort will be made to balance the Search Committee with members of underrepresented groups. Search Committee members may include individuals outside the department based on area of expertise to ensure that diverse populations are represented on the committee. Faculty members shall serve on Search Committees for academic administrative positions. The committee members will be nominated and elected for this specific purpose. The Provost will inform the chair of the Faculty Senate about nonacademic administrative searches, and the chair may request similar faculty representation. The Provost may appoint additional members at any time to ensure diversity or to complement small departments with limited tenured faculty.

On occasion, individuals outside of the university may be appointed to the Search Committee. For examples, a local attorney may be appropriate for selecting a faculty member to teach Business Law. Likewise, researchers may be interested in searching for an executive researching position. Special interest group members may also be considered for the Search Committee.

## **Committee Member Responsibilities**

1. Signs the CODE OF ETHICS FORM (see Appendix 1) during the first or second committee meeting.
2. Agrees to comply with the university's commitment to Affirmative Action program goals and objectives throughout the search process.
3. Attends the EEO/ADA orientation meeting. If unable to attend, the committee member will contact the Search Committee Chairperson for training material.
4. Assists with writing the position announcement (if requested by the Department Head/Administrator/Division Dean through the Chairperson).

5. Attends all meetings scheduled by the Chairperson (to the extent possible). In the event of a scheduling conflict, the Chairperson will be notified.
6. Assists in establishing a timetable for the search process.
7. Screens applications to ensure required documents are received, and evaluates qualifications according to education, experience, and other relevant criteria defined in the position announcement. Telephone conference calls may be made by the Search Committee during the screening process prior to establishing the finalist list and/or rendering recommendations.
8. Conducts reference checks (when requested) and reports the findings to the Chairperson.
9. Assists the Chairperson with travel accommodations, interviewing schedules, preparation of letters, etc., when requested.
10. Participates actively in several sessions on the interview schedule for the same candidate to observe the candidate in different settings.
11. Assists the Chairperson with the preparation of an unranked list of the best qualified finalists (minimum of two for faculty positions and three for administrative positions). **It is not the committee's responsibility to select the final candidate.**
12. Forwards all records to the Chairperson after the search process is completed.

### **Personnel Responsibilities**

1. Monitors the search process for compliance with the university's Affirmative Action program.
2. Reviews and approves the SAF section of the *EMPLOYMENT AUTHORIZATION FORM*, proposed position announcement, proposed newspaper and/or journal advertisement(s).
3. Generates and processes the Affirmative Action notification memorandum (signed by the Provost) to the appropriate Department Head/Administrator/ Division Dean with copies to the respective Dean/Executive/Vice President/ Vice Provost/Campus Executive Officer and Committee Chairperson for positions when there is an underutilization of women or minorities in the job grouping.

4. Makes and distributes copies of the position announcement for posting.
5. Provides the Search Committee with the number of women and minority applicants in the pool who have self identified (upon request).
6. Codes the Personnel section of the *APPLICATION SCREENING RECORD* and conducts the Affirmative Action review at time of proposed offer to the successful candidate. A “*Memorandum of Justification*” may be requested from the employing department if: a) Affirmative Action goals set forth for the department are not met; b) the proposed salary is above the ceiling previously authorized on the EAF; and/or, c) the candidate does not appear to meet minimum qualifications.
7. Refers the position folder to the EEO/ADA Office for underutilized positions when the candidate selected is not a member of the underutilized group. [In absence of the EEO/ADA Director, conducts the EEO review to expedite processing.]
8. Reviews and processes the “*Permission to Offer*” section of the *EMPLOYMENT AUTHORIZATION FORM*, processes to budgeting and Provost for clearances, and notifies the employing department of permission to extend the official offer, in accordance with procedures.
9. Advises the Provost and appropriate offices of any exceptions.

### **EEO/ADA Responsibilities**

1. Conducts Search Committee orientations for all tenure-track positions and relevant administrative positions.
2. Conducts an EEO review (at the Permission to Offer stage) when a position is in an underutilized job grouping and the person recommended for appointment is not a member of the underutilized group.
3. Serves as contact person for conflict of interest matters and renders recommendations for referrals, including the Provost.
4. Distributes copies of the Search Committee Procedures Handbook, as requested.
5. Maintains the Search Committee Procedures Handbook on the EEO/ADA Web Page.