



Search Guidelines for Administrator Positions

OUR VALUES

ACADEMIC EXCELLENCE

We strive for quality and distinction in all that we do.

COMMUNITY

We build and nurture relationships with our internal and external constituencies.

DIVERSITY & INCLUSION

We respect and celebrate the differences among us.

INTEGRITY

We value fairness and honesty.

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On Cover: NCC “Our Values” Design

***Created by Chair Patricia Lupino and Professor Joseph Pescatore
Marketing/Retail/Fashion Department***

Search Guidelines for Administrator Positions

Introduction

The Nassau Community College (NCC) Search Committee Guidelines for Administrator positions (“Guidelines”) are designed to serve as a resource for the Campus. These Guidelines are a compilation of requirements and best practices to assist Search Committees with the very important task of hiring highly qualified administrative professionals to work at the College.

An effective Search Committee is a crucial element in successful hiring. This document is designed to encourage consistency, fairness and transparency in the way we deal with applicants and interview candidates, as well as promote a diverse and well-qualified workforce, provide a clear record of each search and ensure that the entire search process supports the mission, vision and goals of the College.

In accordance with Nassau Community College's Core Values of *Academic Excellence, Community, Diversity and Inclusion* and *Integrity*, the College recognizes and values diversity for the enrichment and depth it provides to the Campus community.

Diversity throughout our workforce enhances our ability to fulfill the College’s mission to excel in teaching, learning and service in order to better serve the community, the State of New York, the nation and the world. Therefore, the College strongly reaffirms and is committed to hiring a diverse community of outstanding faculty, administrators and staff as well as ensuring equal opportunity, employment, access to services, programs and activities without regard to an individual's race, color, national origin, religion, creed, age, disability, sex, gender identity, sexual orientation, familial status, pregnancy, genetic predisposition or carrier status, military status, domestic violence victim status, criminal conviction or retaliation.

Search Process

The following approval process for conducting a search to fill an authorized vacancy for administrative professional staff and managerial/confidential staff applies to the appointment of all non-temporary professional staff and managerial/confidential staff vacancies, except for the appointment of the College President. Those guidelines are defined in other formal documents.

Throughout the entire search process, the Office of Human Resources serves as the primary resource for the conduct of the search and is responsible to provide advice and direction for conducting the search. The Office of Equity, Inclusion and Affirmative Action also serves as a resource and is responsible for assuring that each search is conducted in a fair and equitable manner.

Appointment of the Search Committee

In the event of an approved vacancy or creation of a new administrative position, the President or hiring Vice President/Department Head shall appoint a Search Committee to initiate a search to fill the vacancy. The purpose of the Search Committee is to provide a participatory decision-making process by interviewing a broad range of qualified, talented and diverse applicants, as well as screening and narrowing the pool to the most qualified candidates, thus allowing the hiring Vice President/Department Head and the President to make the most informed decision when making a job offer.

Appointment of the Search Committee Chairperson

The President and/or hiring Department Head may appoint a Search Committee Chairperson (“Chair”) or leave the selection of the Chair to the discretion of the Committee, who may elect the Chair.

Responsibilities of the Search Committee Chair

The Search Committee Chair provides leadership to the Search Committee. The Chair coordinates overall efforts and manages communications among Search Committee members and the Office of Human Resources, the Office of Equity, Inclusion and Affirmative Action and other appropriate stakeholders. As a matter of consistency and efficiency, the Search Committee Chair should handle all inquiries regarding the search. The primary responsibilities of the Search Committee Chair shall be to ensure that the best qualified candidates are considered and to:

- Oversee the professional and timely operation of the Committee.
- Facilitate a proactive, timely, fair and legally compliant search.
- Serve as primary contact person regarding process-related questions and updates.
- Guarantee an opportunity for all qualified candidates to receive Committee consideration.
- Schedule, coordinate and facilitate all Search Committee meetings.
- Ensure that proper records and meeting minutes are kept of all Committee meetings and interview activity.
- Keep the Office of Human Resources and the Office of Equity, Inclusion and Affirmative Action informed of the progress of the search process.
- Perform all duties of a regular Committee member.
- Report to the hiring Vice President and the Office of Human Resources any difficulties that may arise which threaten the Committee’s successful operation.
- Ensure that all references of finalists have been vetted and checked.
- Present finalists to the hiring Vice President/Department Head and President.
- Complete a Final Search Summary Report which explains the process that the Search Committee used to identify finalists for the position and provide documentation for reporting requirements.
- Obtain approval from the Office of Human Resources and the Office of Equity, Inclusion and Affirmative Action for any questions or concerns regarding these guidelines.

Search Committee Composition and Responsibilities

Search Committee membership should be a diverse cross-representation of the College community, reflective of our various cultural, racial, ethnic, sex and gender backgrounds. Special attention should be given to assuring representation from the area over which, or within which, the new hire will work. Every effort should be made to ensure that the composition of Search Committees is dynamic and substantially changes for each search. This should stimulate participation by a broad segment of the College community.

The Search Committee for administrative positions should consist of at least three (3) but no more than seven (7) members, including the Search Committee Chair. Moreover, the composition of the Search Committee should serve to advance the principles of diversity and equal employment opportunity.

Responsibilities of the Search Committee

- Attend all necessary meetings.
- Review job description and job vacancy announcement, and if requested formulate these documents.
- Develop performance predictive questions to ask all qualified applicants who will be interviewed.
- Review all applicants' qualifications against position requirements and rate them accordingly.
- Screen all applications and resumes/CVs for the position, select a reasonable number of qualified applicants to interview and interview the candidates accordingly. If qualified candidates are from out of state, the hiring Vice President/Department Head must grant prior approval for travel expenses
- Recommend at least three (3) finalists for interview with President/Hiring Vice President/Department Head.
- Maintain the confidentiality of Committee proceedings, communications with candidates and the identity of candidates, to the extent permitted by law.
- Refrain from conflict of interest which may arise, among other reasons, from knowing or being related to an applicant. Should such conflict arise, the Committee member must notify the committee of the conflict and abstain from voting on or speaking for or against the applicant.
- Each member - and the Committee collectively - are responsible for reporting observed infractions of guidelines.
- Give careful attention to the identification, recruitment and selection of members of the protected classes consistent with local, state and federal laws and the College's Affirmative Action Plan.
- Be familiar with the College's Affirmative Action/Equal Employment procedures and objectives.

Please note:

Before a search can officially begin, the Associate Vice President of Equity, Inclusion and Affirmative Action and the Associate Vice President of Human Resources will review and certify the official Search Committee List submitted by the hiring Vice President/Department Head. (*Appendix A*). The hiring Vice President/Department Head will be informed if modifications to the committee are needed to ensure diversity of the committee.

Diversity Online Course Requirement

Upon approval of the Search Committee List, each committee member must complete the diversity online training program for Search Committees. The Associate Vice President of Equity, Inclusion and Affirmative Action will provide each member with a link to complete the course.

Charge Meeting Orientation for Committee Members

For each search, all Search Committee members, an Administrator from the Office of Human Resources and an Administrator from the Office of Equity, Inclusion and Affirmative Action must attend the first initial Charge Meeting. At this meeting, each committee member will receive a Search Committee Orientation Packet (*Appendix B*).

In addition, a Human Resources Administrator will discuss recruitment search procedures and provide information on ensuring a successful NCC job search that complies with state and federal requirements and regulations. After the Charge Meeting has been conducted, and all Committee members complete the diversity online training program, the Search Committee will then be granted access to the College's Applicant Tracking System to review applications and resumes/CVs.

Stages of the Search

Stage 1 – Preparing for the Search

1. The Hiring Vice President/Department Head will draft the position description and required job qualifications in consultation with the Office of Human Resources. The description and qualifications may also be reviewed by the Offices of Labor Relations and Equity, Inclusion and Affirmative Action. These documents must accurately and realistically reflect the long-term objectives of the department, in support of NCC's Strategic Plan. Care must be taken not to tailor to specific candidates or overstate the required qualifications.
2. The department head, in consultation with the Search Chair and the Office of Human Resources, drafts the advertisement and creates a recruitment plan of action. Vacancy announcements will be posted on the NCC website through the College's applicant tracking system as well as other specialized, pertinent and relevant advertising sources to ensure a pool of broad, diverse candidates for that specific vacancy. Vacancy announcements will remain posted for not less than 30 days unless greater urgency is approved by the Office of Human Resources or the Office of Equity, Inclusion and Affirmative Action.
3. The Chair shall schedule a meeting of the Search Committee to review the criteria based on the qualifications established in the position description and the job advertisement and create a Criteria Sheet for the screening process. In addition, interview questions should be developed and prepared at this time. (Criteria Sheet examples will be provided in the Search Committee Packet).
 - Interview questions should be designed for use for all interviewees.
 - Avoid illegal and improper questions. (Search Committee Packet - *Appendix B*)
 - Develop questions that will require a candidate to demonstrate or verify (not just describe) competencies necessary for successful performance in the position.
4. Nassau Community College requires applicants to apply online. In addition, applicants are invited to self-identify gender, race, ethnicity, veteran status, and disability. Identification is voluntary, and the applicant's name is optional. Applicants will receive an auto-generated acknowledgement letter. If an applicant does not apply online, a letter will be sent to the applicant to do so. (*Appendix C*)

Stage 2 – Application Review for Qualified Applicants – The Screening and Selection Process

The purpose of Stage 2 is to determine if the applicant possesses the minimum qualifications for the position and to facilitate the vetting and narrowing of the pool of qualified candidates for interview consideration.

Screening Process

1. The Chair shall schedule a meeting of the Search Committee to review the criteria based on the qualifications published in the advertisement.
2. Search Committee members will assess all applicants' materials to determine if they possess the minimum qualifications for the position. In addition to the Criteria Sheet, in the College's applicant tracking system, a customizable screening questionnaire may be utilized by the Search Committee as a screening tool. This online questionnaire can also help in determining whether applicants meet

basic requirements for a specific job. The Search Committee is responsible for reviewing applicant materials and rating candidates.

3. Confidentiality of the names of applicants, (including all internal applicants) should be held in the strictest of confidence. Applicants who clearly do not meet the minimum requirements are removed from consideration at this stage. So that candidates can receive timely notification of their status, applicants who do not meet the established criteria may be informed in writing at this time. Such notification is the responsibility of the Search Chair or designee. Sample correspondence is provided in the Search Committee Packet (*Appendix B*). All application materials and correspondence must be preserved and be included in the Final Search Committee Report Packet.

Screening Selection for Interviews

In this stage of the process, the Search Committee identifies the top qualified applicants to be interviewed.

1. The Committee should examine each qualified applicant's material with great care in order to assess the degree to which the applicant has met or exceeded the criteria established by the committee as outlined in the position description and the job advertisement.
2. Documentation should contain a quantifiable rating system for the position based on the job description and should include any weight factors. This process should provide an objective, consistent method of identifying top candidates and documentation to support hiring decisions.
3. The Office of Human Resources will provide options for ranking qualified candidates in the Search Committee Packet.

Special Note on Internal Applicants

The Search Committee must treat internal and external candidates the same to avoid the appearance of discrimination, favoritism or unfairness. Reference checking is required for screening of both external and internal candidates. If a candidate lists a member of the Search Committee or the hiring Department Head as a reference, then the Committee must request another reference from the candidate. The Committee must take great care not to engage in a false search – a search with a predetermined outcome. Such a search is both unethical and violates local, state and federal laws.

Please note:

A member of the Committee cannot resign from the Committee and then apply as an internal applicant after the process has commenced. If a member of the Search Committee is applying (or thinking of applying) for the position, that member is not eligible to participate as a Search Committee member.

Stage 3 – Qualified Applicant Evaluation – The Interview Process

The purpose of Stage 3 is to further evaluate candidates by having them personally interviewed on-campus by the Search Committee.

1. The Search Chair or designee will contact candidates to schedule interviews. Preliminary interviews may be conducted by phone, video conference or other remote means. When doing so, it is important to strive for fairness, consistency and equal treatment. To assure fairness and consistency, each candidate selected for an interview should be asked the same initial questions,

and each interview should be scheduled for the same length of time. A structured/standardized interview allows for candidates to be more objectively/reliably evaluated. It is important that all committee members attend the interviews. Should a committee member be unable to be present for either a phone interview or an on-campus interview, he/she may not continue as a member of the committee and participate in any deliberation regarding candidate selection.

2. Interview questions may be asked by one person or by individual members of the Search Committee. While all applicants are asked the same questions, it is permissible for committee members to ask follow-up questions or to elaborate on information contained on the applicant's resume. All individuals involved in the interviewing process must review the lawful/unlawful questions (*Appendix B*) prior to interviews.
3. All time spent with a candidate, such as a campus tour, casual discussion in a waiting room, etc. is considered part of the interview process. Please be cognizant that during casual interaction with a candidate, Committee members should take care to avoid inappropriate conversations or discussions. The Committee members represent Nassau Community College and are the "face" of the College to a finalist. They should project a positive, welcoming attitude, treat candidates with respect and professionalism and display an enthusiasm about the College, its mission and its values.

Stage 4 – Choosing Finalists to Present to President and Hiring Vice President/Department Head

Finalist recommendations by the Search Committee to the President and hiring Vice President/Department Head should be based on the candidate's education, experience, strengths and weaknesses, not just the results of the interview. The Search Committee should recommend at least three (3) finalists for the position to be filled. The Search Committee recommendations may be ranked in order of preference.

1. The Search Committee should present a written list of recommended finalists for the hiring Vice President/Department Head. The President and/or hiring Vice President/Department Head over the area should have the opportunity to meet and interview the finalists.
2. The President or his/her designee extends the written offer of employment to the recommended individual with an indication that the offer is made on the recommendation of the Vice President/Department Head and requires confirmation by return of a signed letter of acceptance.
3. The Department Head and the Vice President over the area shall receive a copy of the appointment letter. Upon receipt of the signed letter of acceptance, the Search Chair or designee is to notify all remaining candidates of their non-selection. Written notification (letter or email) by the Search Chair is recommended. Sample language is available in the Search Committee Packet.
4. After obtaining the concurrence of President and/or the Vice President over the area, the Department Head notifies the Office of Human Resources in writing of the recommended individual for appointment, the suggested annual salary within the pre-approved salary range and the proposed start date on the Personnel Requisition Form. All pertinent hiring information, including the resume, official transcript, letters of recommendation, etc. should accompany the requisition so that the Office of Human Resources can begin the onboarding process, which includes providing documentation of eligibility to work in the United States.

Please note: If the Search Committee cannot recommend at least three (3) candidates, the Search Committee Chair will consult with the Office of Human Resources and the Hiring Vice President/Department Head regarding whether a search may be successfully concluded with fewer than three finalists.

Reference Checks

- Reference checks provided by the candidate must be completed for all finalists prior to presentation of finalists to the President and the hiring Vice President. Reference checks may be conducted by the Search Committee Chair or designated committee member(s).
- Committee members who make telephone reference checks must prepare a written summary of the responses to each reference check question. The information must be shared with the entire Search Committee. The Reference Check Form is in *Appendix B*. In addition to telephone reference checks, letters of reference may be solicited by the Search Chair on behalf of the Search Committee. Correspondence soliciting the references and the letters of reference become part of the official file for each finalist. Notes of phone conversations for these purposes are also to be made, filed and retained and included in the Final Report Packet.
- If the finalist has not provided sufficient references, additional references should be requested. Moreover, if a finalist refuses to allow contact with a potential reference that the Committee deems important, the finalist should be informed that this refusal limits the Committee's ability to complete its evaluation and that the candidate may not receive full consideration.
- It is important to respect the confidentiality of the reference provider and the information gathered when checking references.
- Any reference information gathered should be shared on a need-to-know basis only, and the reference gathering process should not be delegated to anyone outside of the Search Committee.

Prior Convictions

Pursuant to New York State Law (*Corrections Law Article 23-A*), only limited use of prior of information concerning an applicant's prior conviction(s) can be made when making employment decisions.

No application for any employment shall be denied or acted upon adversely by reason of the individual having been previously convicted of one or more criminal offenses, or by reason of a finding of lack of "good moral character," when such finding is based upon the fact that the individual has previously been convicted of one or more criminal offenses unless: (1) there is a direct relationship between one or more of the previous criminal offenses and the specific employment sought by the individual; or (2) the granting of the employment would involve an unreasonable risk to property or the safety or welfare of specific individuals or the general public.

If an applicant self-identifies as having been convicted of a criminal offense, or has any pending arrests, the Search Chair is to notify the Office of Human Resources. The Office of Human Resources will review the information to determine if that conviction or arrest is relevant to the position sought.

Administrative professional and management/confidential positions will be subject to a thorough background investigation. Candidates should be so informed if they are finalists for a position.

Use of the Internet and Social Media

Search Committees may not access information on applicants through the Internet or social media.

Although the Internet, and social media in particular, may provide an employer with information that could qualify or disqualify an applicant, employers may also learn inappropriate information through these means. Such information includes membership in protected classes not otherwise disclosed on the application, status as an individual with a disability, statement of political or religious views or memberships in organizations. This information is irrelevant to the applicant's candidacy and often impermissible to consider.

The Search Committee or Chair should call references provided by applicants, verify all past employment, and seek explanation for unexplained gaps. By avoiding inappropriate access to applicants' information - even information publicly available on the Internet or social media - Search Committee members can better concentrate on relevant information, including experience, ability and past performance.

Search Committee Final Report Packet – Submitted to the Office of Human Resources

The Search Committee Chair will complete a Final Search Summary Report which explains the process that the Search Committee used to identify finalists for the position and provide documentation for reporting requirements.

The search summary report should also include the completed Affirmative Action Employment Monitoring Plan Form B (*Appendix B*). The report should also describe the selection process, such as evaluation criteria, elimination steps, interview process, etc. All written documentation must be submitted with the Packet. Documentation includes:

- Copy of list of at least three (3) recommended finalists given to the President and the hiring Vice President. (If the Search Committee cannot recommend at least three (3) candidates, the Search Committee Chair will consult with the Office of Human Resources and the Hiring Vice President/Department Head regarding whether a search may be successfully concluded with fewer than three finalists.)
- Copies of finalists' information (resumes/CVs, reference letters/letters of recommendation, etc.).
- Standardized questions used for interviews.
- Evaluation tools used, such as Criteria Scoring Sheets, including completed forms collected from Search Committee members.
- Notes taken during preliminary interviews (phone, video conference, remote access or in-person).
- Notes taken during applicant interviews by Search Committee members.
- Reference checks (typically conducted by phone, with notes).

Note on Written Notes: Search Committee members should not make idle notes on any official Search Committee documents, including resumes/CVs. Any documentation can be made public and released after the conclusion of the search if FOILED. Criteria sheets and the interview notes need to be returned to the Office of Human Resources and become part of the official search record.

The Search Summary Report Packet must be completed and submitted to the Office of Human Resources to complete the search process. A complete file on the search will be provided to the Office of Equity, Inclusion and Affirmative Action for compliance review. Regulations In addition, *The New York State General Retention and Disposition Schedule of New York State Government Records (Regulation 90006)* requires that all materials related to the search be retained for four (4) years in the event of an audit.

Search Waivers

Occasionally, special circumstances may warrant a waiver of the search process.

It is Nassau Community College's practice generally to conduct a full and open search for Administrator positions prior to filling a vacancy; however, a waiver of the search requirements may be sought for special circumstances, such as a critical need. When such special circumstances prevail, a request for a waiver of the search stating the background and reasons should be submitted to the Associate Vice President of Human Resources (*Appendix D*). If waivers relate to opportunity for affirmative action decisions regarding underrepresented groups, the Office of Human Resources will consult with the Office of Equity, Inclusion and Affirmative Action.

Extended, Reopened and Failed Searches

(*Appendix E*)

Appendix A

Search Committee List Form



Administrator Search Committee Members

This form should be submitted to the Office of Human Resources by the hiring Area Vice President or Department Head. It will also be reviewed by the Office of Equity, Inclusion and Affirmative Action. The form is to be completed prior to the review of candidates. If there are any changes in the composition of the committee, a new form must be completed as an addendum.

Title of Position Searched: _____ Department Head: _____

Department / Division: _____ Date Search Initiated: _____

Search Chairperson: Name: _____

Title: _____

Department: _____

(List of Prospective Committee Members)

Name	Title	Department	Extension
1.			
2.			
3.			
4.			
5.			
6.			

Area Vice President

Date

Dorlena Dunbar / Associate Vice President, Human Resources

Date

Craig Wright / Associate Vice President, Equity, Inclusion and AAO

Date

Appendix B

Search Committee Orientation Packet

- Unlawful/Lawful Interview Questions
- Sample Interview Questions for Administrator Positions
- NCC Search Committee Confidentiality and Conflict of Interest Acknowledgement Form
- Acknowledgement of Middle States Policy on Political Intervention in Education
- Sample Applicant Letters
- Sample Criteria Scoring Sheets
- Reference Check Form
- Affirmative Action Monitoring Form (Form B)



INTERVIEWING GUIDELINES

Lawful and Unlawful Pre-Employment Interview Questions

There are numerous laws and executive orders which govern the selection and hiring process. In general, the guiding principle should be to ask questions only about what you need to know to evaluate the qualification of a candidate. Questions intended to get to know the candidate should only be considered if they pertain directly to the evaluation of a candidate’s qualification or credentials and are job-related. In addition, the questions posed to one candidate in a search must match as closely as possible the questions asked of all other candidates. Remember, all conversation with a candidate are part of the interview, therefore be careful to avoid inappropriate subjects at all times. If a candidate responds to a question volunteering improper information, respond appropriately and avoid further discussion.

Below are listed subjects and examples of inappropriate questions that could potentially violate federally protected classes; race, religion, sex, pregnancy, age, disability, veteran status and national origin. In addition in New York, sexual orientation, familial status and marital status are protected groups.

Subject	Examples of Inappropriate Questions	Notes
Age	How old are you? When did you graduate?	
Citizenship/National Origin, Birthplace, Language	What is your native language? Are you a U.S. Citizen? Where were you born?	May ask about fluency in a language if job related.
Family, Marital Status and Pregnancy	Are you married? Do you have or plan to have children? What are your child care arrangements?	May ask, if required by position, if the individual is willing to travel, work occasional nights/weekends, etc. Same question should be asked for ALL candidates.
Affiliations (Political, Social, etc.)	What clubs or social organizations do you belong to?	May ask candidates to list memberships of professional organizations they consider relevant to the position.
Personal/Health/Genetic Characteristics	How much do you weigh? How tall are you? How is your family’s health? Do you have any genetic predisposition to disease? Do any diseases run in your family?	
Disability	Do you have any disabilities? Do you require an accommodation?	
Workers Comp	Have you ever asserted a claim for or received worker’s compensation benefits?	

Arrest/Conviction	Have you ever been arrested?	May ask: "Do you have an arrest or criminal accusation currently pending against you?"
Military Service	If you served, were you honorably discharged?	May ask about work experience: "Which branch did you serve in?" or "What type of training did you receive in the military?"
Race, Gender, Gender Identity, Sexual Orientation	All questions regarding any of these topics are inappropriate.	
Religion	What religious holidays do you observe?	
Financial Status/Situation	What is your credit score?	
Name	What is your maiden name; title (Miss, Mrs. or Ms.); former name before change by court order, nicknames?	
Driver's License/Transportation	May I see a copy of your driver's license?	May ask if candidate possesses a valid NYS driver's license ONLY if driving is required for the position.
Union Affiliation	What is your past or current union membership; affiliation; support for or against?	
Education	What are the year(s) or attendance; date(s) of graduation? Do any of these schools have a religious affiliation?	May ask level of education; job related academic, vocational or professional education ONLY if the education requirements are required for the position.
Relatives	What is the name, address or age of any relative?	May ask if applicant's relatives are presently employed by the institution.



SAMPLE INTERVIEW QUESTIONS FOR ADMINISTRATOR POSITIONS

The following questions are based on various attributes that are used to evaluate NCC administrators' performance. You can select from this list or formulate your own interview questions. However, please remember to use the same questions for each candidate you interview.

1. What attracted you to this position?
2. Briefly summarize your work experience and education.
3. What was one of the toughest problems you ever solved? What process did you go through to solve it?
4. Tell me about a time when you had a work problem and didn't know what to do.
5. What have you done when faced with an obstacle to an important project? Give me an example.
6. How do you analyze different options to determine which is the best alternative?
7. Give an example of when you used analytical techniques to design solutions to solve problems.
8. Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?
9. Describe a time when you were instrumental in creating or improving a good relationship with another department within your organization.
10. Recall an occasion when you had to work with people from different departments to accomplish a single goal.
11. You are a committee member, and you disagree with a point or decision. How do you respond?
12. If you had a problem with a team member's lack of contribution to a project, what would you do?
13. Tell me about a time when effective listening skills helped you in a problematic situation?
14. Suppose two managers have difficulty communicating with each other, but you understand both. Would you try to help the two understand each other better? If so, how?
15. Two members of a team do great work, but they do not work well together. What are some of the ways to get them to work together better?
16. Administration requires both good writing and verbal skills for effective communication. When it comes to giving information to employees that can be done either way, do you prefer to write an e-mail or memo or talk to the employee? Why?
17. In terms of communication (face-to-face, phone, e-mail) when might you use each?

18. Describe a time when you had to make a very important and difficult decision that affected everyone in your department.
19. Recount a time when you were not the authority but had to make a decision about the team's next step(s).
20. You have a critical decision to make for your department, and all alternatives will likely be unpopular with your staff. What input do you gather before deciding? What factors do you take into consideration?
21. What methods do you use to make decisions? When do you find it most difficult to make a decision?
22. Could you share with us a recent accomplishment you are most proud of?
23. Tell me about your current or most recent position and how you helped the organization accomplish its goals and mission.
24. How important is it to be flexible?
25. Suppose your supervisor asked you to get information for him or her that you knew was confidential and that he or she should not have access to. What would you do?
26. Explain the phrase "work ethic" and describe yours.
27. How important is ethics in higher education?
28. What have you done in your previous positions at other institutions that made a significant difference to the organization?
29. You're new to an institution. How do you go about learning how the organization works?
30. You've been approached with a new idea for your department. Describe how you go about determining the feasibility and possible success of that idea.
31. How have you participated in planning processes?
32. Throughout your career have you learned more about your profession through course work or through on-the-job experience? Explain.
33. What area of your last job was most challenging for you? Why was this specific part of the position difficult? Is this still challenging? Why or why not?
34. Tell me about the one person who has influenced you the most during your career. Was he or she a manager or mentor? What did you learn from him or her? Why do you think you learned so much from that person?
35. Tell me about a project you worked on and how it helped the organization meet its business goals.
36. Tell us a bit about your work background, and then give us a description of how you think it relates to our current opening.

37. What are your qualifications in your area of expertise, that is, what skills do you have that make you the best candidate for this position? Include any special training you have had (such as on-the-job, college, continuing education, seminars, reading) and related work experience.
38. What skill sets do you think you would bring to this position?
39. Tell me about your present or last job. Why did you choose it? Why did you, or why do you, want to leave?

SAMPLE CLOSING QUESTIONS

40. After learning about this opportunity, what made you take the next step and apply for the job?
41. What qualities and skills do you think a successful (name of career) professional should have? Which of these qualities and skills you named do you have?
42. Why should we hire you?
43. Tell me anything else you would like us to know about you that will aid us in making our decision.
44. What questions would you like to ask me?



Search Committee Confidentiality and Conflict of Interest Acknowledgement Form

Confidentiality is the foundation of a credible and trustworthy search process. A potential conflict of interest could also compromise the integrity of the search process. A breach of confidentiality or potential conflict of interest threatens the successful outcome of the search process in two ways:

- It may result in the termination of the process resulting in serious loss of time, resources and potentially viable candidates.
- It may cause the most qualified candidates to withdraw from the process, fearing a premature disclosure of their candidacy will jeopardize their current employment.

Nassau Community College (NCC) requires confidentiality and disclosure of conflict of interest from all persons involved in the search process from inception to conclusion.

In consideration of my designation as a member of a NCC Search Committee (“Search Committee”) and the access I will have to confidential information and materials related to this search and with full knowledge of the critical importance of the value of confidentiality and integrity to the success of the search process, I hereby agree:

1. That the deliberations of the Search Committee and any and all information, whether verbal or in the form of papers, books, files, documents, electronic communications, or in any other form or format, which comes into my possession or knowledge in my capacity as a Search Committee member and the work of the Search Committee, are confidential.
2. All application materials, including but not limited to cover letters, resumes, and references are confidential and must be kept secure. At no time should any information be provided to any other applicant.
3. That I will not in any form or manner, directly or indirectly, divulge, disclose, or communicate such confidential information to any person, firm, corporation, or other entity, other than a Search Committee member or a person otherwise designated by the President of NCC, to receive such confidential information.
4. That all contacts with the media, and any contact with other third parties in which confidential information will be disclosed, shall be conducted solely by, or with the specific prior authorization of the President.
5. In searches where there is an internal candidate, applicant files must not be made accessible to that employee. Internal applicant(s) must not attend any activities, presentations, or interviews involving other applicants. Neither shall the internal candidate be permitted to vote or decide which applicants should be interviewed or offered the position.

6. As a member of the Committee I understand that I cannot resign from the Committee and then apply as an internal applicant after the process has commenced. If a member of the Search Committee is applying (or thinking of applying) for the position, that member is not eligible to participate as a Search Committee member.
7. Friendships, personal or political loyalties may have no role in the process. I am expected to disclose all personal or professional connections to an applicant(s) and be prepared to recuse myself as needed from the selection process as it pertains to that particular candidate.
8. That the obligation to maintain confidentiality and avoid conflict of interest described in the above paragraphs exists both during the period that the Search Committee is active and at any and all times thereafter.
9. That I may be removed from the Search Committee if I breach any of these confidentiality or conflict of interest obligations. Such removal is dependent upon a majority vote of the Search Committee. I understand that, even if removed, these obligations still apply.

I have read, understand, and agree to abide by all of the terms of this Agreement as a condition of my service to the College as Search Committee member.

Committee Member (Please Print)

Committee Member (Please Sign)

Searched Position Title

Date



SEARCH COMMITTEE

ACKNOWLEDGEMENT AND CERTIFICATION OF COMPLIANCE FORM

All Nassau Community College Search Committee members are required to read and follow the Middle States Commission of Higher Education Political Intervention in Education Policy.

ACKNOWLEDGEMENT AND CERTIFICATION OF COMPLIANCE

I hereby acknowledge that I have read and understand the Middle States Commission on Higher Education Political Intervention in Education Policy.

I further acknowledge that I have read and understand all of my obligations, duties, and responsibilities under the Middle States Commission on Higher Education Political Intervention in Education Policy.

I agree to comply with the standards contained in the Middle States Commission on Higher Education Political Intervention in Education Policy.

I certify that this is a true and correct statement by my signature below:

Name (Please Print)

Signature

Date



Political Intervention in Education

The interdependence of educational institutions and their academic freedom are essential to the quality and integrity of all education. Teaching and learning require free and full exposure to information and ideas, the right to question or dissent, and opportunities to study, research, and debate, free of political pressure. The academy requires that inquiry and analysis must be guided by evidence and ethics, unfettered by political intervention.

A college or university must be sensitive to the conditions of the society in which it exists, but it must also be free to determine how to be most responsive and responsible. Political interference in the affairs of an educational institution presents a threat to its freedom and effectiveness. Direct intervention by elected or appointed officials, political parties, or pressure groups in the selection of faculty, the determination of curricula, textbooks, course content, or in admissions or retention policies, injects factors which are often inimical to the fulfillment of an institution's mission. In the matter of appointments, for example, political control at any level results in divided loyalty and weakened authority. To impose political considerations upon faculty selection and retention harms an institution intellectually and educationally, not only by reducing its options in the recruitment of talent, but also by creating pressures against dissent on important policy issues. When political considerations irrelevant to the functions of the office determine the selection of trustees or similar officers, they impose restrictions on choice. Moreover, appointments based on political grounds entail external liaisons which may contravene the educational purposes of the institution.

If the tenure of an educational administrator is subject to political partisanship, or if appointments to the board of trustees or the faculty are made only with regard to their political implications, the institution may be weakened and its prospects for excellence seriously diminished.

Version: 0904

Sample Letter
No Interview, Not Qualified

Date

Name
Address

Dear:

Thank you for giving us the opportunity to consider you for the position of _____ at Nassau Community College.

Your resume and supporting documents have been evaluated carefully by the search committee. After completing its review of the materials provided by many well-qualified candidates, the search committee has narrowed the search to those candidates whose backgrounds and experiences most closely match the requirements. I am sorry to inform you that your application is no longer being considered.

We appreciate your interest in Nassau Community College and wish you well in future endeavors.

Sincerely,

Name
Search Committee Chair

Sample Letter
Post-Interview, Not Chosen for Further Consideration

Date

Name
Address

Dear:

It was a pleasure to meet with you to discuss your background and interest in the _____ position. We had several highly qualified candidates for the position, and after careful consideration we have decided to pursue another candidate who we believe is best qualified.

Thank you for your interest in Nassau Community College, and we wish you well in future endeavors.

Sincerely,

Name
Search Committee Chair

Sample Letter
Finalist, Not Chosen

Date

Name
Address

Dear:

Thank you for your time and involvement in the interview process for the position of _____. We appreciate the opportunity to meet you.

After a thorough review and assessment, we have offered the position to another finalist and that individual has accepted our offer.

Thank you for your interest in Nassau Community College. We wish you well in your professional and career endeavors.

Sincerely,

Name
Search Committee Chair

S A M P L E
INITIAL SCREENING
CRITERIA SCORE SHEET

Position _____

Applicant Name: _____

REQUIRED QUALIFICATIONS: (list each criterion as written in advertisement)

1. EDUCATION:

_____ Degree (if applicable) Yes _____ No _____
OR

_____ Degree (if applicable) Yes _____ No _____

2. EXPERIENCE:

_____ Year of previous professional experience, (if applicable) Yes _____ No _____

3. OTHER:

_____ Yes _____ No _____

DOES THE APPLICANT MEET ALL "REQUIRED CRITERIA":

Yes _____ No _____

Reason(s) applicant DOES NOT meet required criteria:

Search Committee Member

Date

S A M P L E QUALIFIED CANDIDATE CRITERIA SCORE SHEET

Position _____

Applicant Name: _____

List desirable/preferred criteria (required qualifications may also be included in order to provide an assessment based on specific type of degrees, years of experience of those meeting the required qualifications, etc.)

Assign a point value(s) for each criterion. (Point values 1 = Low; 5 = High)

	Criteria	Rating
1.		
2.		
3.		
4.		
5.		

Total Points _____

DOES APPLICANT MOVE ON TO INTERVIEW: Yes _____ No _____

Search Committee Member

Date

**S A M P L E
FINALIST
CRITERIA SCORE SHEET**

Position _____

Applicant Name: _____

**Assign a point value or range of points for each question.
(Point values 1 = Low; 5 = High)**

Question	Points
1.	
2.	
3.	
4.	
5.	

Total Points _____

DOES APPLICANT MOVE ON TO FINALIST STAGE: Yes _____ No _____

Search Committee Member

Date

**Employment Reference Check – Administrator Position
PROFESSIONAL WORK EXPERIENCE DOCUMENTATION**

My name is (_____) and I work in (_____) at Nassau Community College. We are filling the position of _____ and an interviewee, (applicant's name), listed you as a reference. Would you be willing to answer a few questions? Is this a good time?

Applicant: _____ Position: _____

Reference Contacted:

Name: _____ Telephone Number: _____

Title of Reference: _____ Employer: _____

Verify the following information:

Position Applicant Held:

Relationship to Applicant: _____ Supervisor _____ Co-worker _____ Professional

Date of Employment: From _____ To _____ How long did you work with Applicant? _____

Ask the employer for information on the applicant on the following areas/Tell me about:

1. What were the duties and responsibilities of his/her position? _____

2. How effectively did he/she carry out those responsibilities? _____

3. What would be the most difficult challenge this individual would have performing this job? _____

4. What are his/her strengths? _____

5. Are there any areas for improvement? _____

6. Was the person a valuable member of the team? Why or why not? _____

7. How did this individual handle supervision and evaluation of staff? _____

8. Does the applicant demonstrate leadership, vision, creativity or problem solving? _____

9. On a scale of 1-5 (5 being the highest), could you please rate (applicant's name) in the following categories:

Category	Rating
Attendance	_____
Dependability	_____
Ability to take on responsibility	_____
Ability to follow instruction	_____
Ability to work independently	_____
Ability to work as a member of a team	_____
Overall attitude	_____
Quality of work	_____

10. Would you rehire? _____ Yes _____ No Explain: _____

Search Committee Member: _____

Date: _____

Responses should be written after each question.

Final copy to be submitted with The Final Search Committee Summary Report.

NASSAU COMMUNITY COLLEGE

FORM B

AFFIRMATIVE ACTION EMPLOYMENT MONITORING PLAN

HIRING DECISION

- 1. Title or Position _____
- 2. Department or Division _____
- 3. Elective Date of Appointment _____
- 4. Date Search Process Initiated _____
- 5. Date Search Process Closed (Deadline Date) _____
- 6. Number of Applicants _____

7. Indicate below total number of applicants INTERVIEWED according to sex, racial and ethnic grouping (USDL Guidelines):

	American Indian or Alaskan Native	Black/ African American	Hispanic or Latino	Asian	Native Hawaiian/ other Pacific Islander	White	Veteran	Disabled	Other
Male	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Female	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

8. Name of Candidate(s) Hired for Position

9. Sex, Racial and/or Ethnic Designation

10. Name of the Finalist(s), three (3) when applicable

11. Sex, Racial and or Ethnic Designation

(Completed by)

(Department Chairperson/Supervisor/Administrator)

Appendix C

Sample Template Letter Sent to Applicants Who Did Not Apply Online

Date

Your resume indicating an interest in a position at Nassau Community College has been received by the Office of Human Resources for a response. Currently, the College has position announcements posted on our Employment Opportunities webpage.

We require applicants to apply electronically. As position openings occur, they appear on our website www.ncc.edu/employment. Please view our existing opening(s) by clicking on the Link to Interview Exchange: <http://ncc.interviewexchange.com/>. In the event an opening exists suitable to your qualifications, please apply electronically to assure prompt consideration. Follow the directions through Interview Exchange for an equal consideration in the search process under the College's Affirmative Action Guidelines.

Should you have any questions, please call the Office of Human Resources at (516) 572-7759.

Thank you for your interest in Nassau Community College.

Sincerely

Associate Vice President
Office of Human Resources

Appendix D

Search Waiver Request for Administrator Position Form



Request for Search Waiver for Administrator Position

Person to be Hired: _____

Title: _____

Department: _____

Reason for Search Waiver: _____

Search Waiver Justification REQUIRED

Attach the following documentation and route for necessary approvals, in sequence:

1. Personnel requisition
2. The curriculum vitae or resume of the person you seek to hire without a search

Department Head

Date

President or Vice President

Date

Associate Vice President, Equity, Inclusion and AAO

Date

Associate Vice President, Human Resources

Date

For HR Purposes: This Request for Waiver of Search is hereby _____ Granted or _____ Not Granted:

Associate Vice President, Human Resources

Date

Appendix E

Extended, Reopened and Failed Searches

Extended, Reopened and Failed Searches

Extended Searches

During the recruitment period prior to or after the application deadline, the Search Committee may recommend to the hiring Vice President/Department Head to extend search deadline due to insufficient number of reasonable and/or diverse candidates.

- The Vice President/Department Head shall instruct the Office of Human Resources to extend the search deadline.
- All applicants shall be screened accordingly.
- Notification of extension shall be published accordingly.
- Searches may be extended up to twenty (20) business days.

Reopened Searches

Using the same advertising and position description, a search that did not yield the desired outcome may be re-opened.

- Applicants who have already applied for the position prior to closing and reopening may reapply if:
 - The intended search was closed due to budgetary constraints.
 - The applicant has new information to add to the CV or resume i.e.; a new certification or degree attachment.

Failed Searches

The Search Committee or the hiring Vice President/Department Head may declare a search has failed because it did not produce at least three (3) finalists or a viable candidate for the position.

If the Search Committee cannot recommend at least three (3) candidates, the Search Committee Chair will consult with the Office of Human Resources and the Hiring Vice President/Department Head regarding whether a search may be successfully concluded with fewer than three finalists.

The final determination of a failed search shall be the prerogative of the President or the hiring Vice President/Department Head.

References

- The University of Wisconsin-Madison's publication, ***Searching for Excellence & Diversity: A Guide for Search Committee Members***, has become the gold standard of search committee guidebooks for many colleges and universities throughout the country, providing recommendations in conducting effective searches. Valuable information was gleaned from this document.
http://wiseli.engr.wisc.edu/docs/SearchBook_Wisc.pdf
- ***SUNY Administration Search Guidelines***
- ***A Guide for Asking Interview Questions in New York State***, New York State Department of Human Rights Guidance
- ***South Texas College Reference Check Guide***
https://hr.southtexascollege.edu/pdf/formsandguides/policies_reference_check_guidelines.pdf
- ***CUNY Search Committee Guide to a Successful Search, Version 1.3 Office of Recruitment and Diversity, August 2013***
- ***Suffolk Community College Search Committee Guide***
- ***Society of Human Resource Management Interview Questions***
www.shrm.org