A review of recent EEO-6 and Affirmative Action reports from the campuses reveals that the most persistent and serious deficiency in our workforce composition is the underrepresentation of minority groups and women in administrative/managerial positions. Despite gains in overall workforce representation by affected groups and some encouraging signs in recent hires, minorities and women in SUNY have not made as much headway as we would have wished in filling managerial/confidential positions at the PR-3 level and above. Though individual campuses have made efforts to address this problem, the solution, particularly in times of reduced budgets and opportunity, may best be sought on a University-wide basis. The proposal is that we encourage this kind of movement in two ways: One, through the use of acting positions as training internships to enable persons to gain experience and exposure; and two, through the creation of a personnel resource pool of individuals who are highly recommended by their presidents as having ability to move to positions of increased responsibility.

We are requesting, therefore, that you identify all affected group members presently in your employ who are performing well and who are ready and qualified to move to a higher level position. It is our hope that State University can, with your help, establish a pool of minority and female candidates for managerial/confidential positions which can be tapped, as needed, by campuses with positions to fill. The pool may also be used for filling positions on an acting basis when a campus determines that an acting appointment is necessary. Once you have identified a potential candidate for promotion, please send a resume, a letter of recommendation, and information concerning the individual's geographic preferences, as well as the level and kinds of positions sought, including, if possible, salary requirements. Since your recommendation is an important factor in this program, no individual applications will be accepted.

Another element of upward mobility is the encouragement of promotions within the campus administration. Although basic University
policy is that whenever possible a full open Affirmative Action Search Procedure should be conducted prior to filling a professional vacancy, there can be provisions for waivers in order to facilitate upward mobility through internal promotions. Please review Dr. Komisar's Memorandum to Presidents of December 2, 1977 on Affirmative Action Search Procedures for further clarification of the University's policy.

As soon as the pool is established, each campus may, as vacancies occur, request nominations from Central Administration for qualified minority and female candidates. Such a system should result in greater opportunities for women and minorities already in the University, reduced training costs (as those in the pool will already be familiar with SUNY structure, policies, and practices) and, most important, a higher percentage of minorities and women reaching middle and top management positions in the University. The final selection of a candidate for a position will continue to be made by the hiring campus.

Please review your present staff, identify women and minorities who are ready for promotion but for whom your own campus has no higher level position, determine the potential and ambitions of those so identified, and send the documentation requested above to us. All materials and any questions you may have should be addressed to Dolores Barracano Schmidt, Assistant Vice Chancellor for Affirmative Action, State University Plaza, Albany, New York 12246 (518) 473-1091.

We look forward to your participation in this exciting new venture of our Affirmative Action Program.

Thomas J. Peterson

cc: Chancellor Wharton
    Affirmative Action Officers

This memorandum addressed to:

Presidents, State-operated campuses

Copies for information sent to:

Presidents, Community Colleges
Deans, Statutory Colleges
President Neville
Vice President Cook