



Book VCCCD Administrative Procedure Manual  
Section Chapter 2 Board of Trustees  
Title AP 2431 RECRUITMENT AND HIRING: CHANCELLOR  
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The following practices shall be followed for the recruitment and selection of the Chancellor.

### **Notification of Vacancy/Recruitment Strategy**

Upon notification of a Chancellor vacancy, the Board Chair informs the Trustees of the need to secure new District leadership. Vacancy notification shall be provided in the form of Board receipt of the Chancellor's resignation, retirement, contract buyout, or information regarding death or departure for special circumstances. At its earliest opportunity, the Board considers, as part of its public deliberations, the approach it wishes to use for the selection of a succeeding Chancellor. The Board, by formal action, determines whether it wishes to contract for an external recruitment firm, utilize the District's Human Resources Department for a District conducted search, or utilize a combination of contracted recruitment firm and Human Resources Department support services. Should the Board choose to contract for external recruitment services exclusively, the Vice Chancellor, Human Resources, serves as the Board's liaison to the firm.

### **Externally-Conducted Recruitment**

In the event an external recruitment firm is contracted by the Board of Trustees, the Board, through the Vice Chancellor, Human Resources, determines the procedures, timelines, and activities supporting the search in consultation with the contracted recruitment firm. The Board will ensure commitment to broad community and college participation in its searches, as well as providing equal employment opportunity to qualified candidates.

### **Internally-Conducted Recruitment**

The following procedure shall be observed for internally conducted recruitments:

#### **Committee Composition and Appointments**

Academic, classified, and student appointments are made by the Board from the groups/individuals listed below. Appointments are made by the Board of Trustees to ensure diversity of representation within the selection committee. The Board of Trustees appoints the screening committee chair from among the

committee membership. The Board announces the composition of the committee without reference to specific names in open session at the Board of Trustees meeting and approves any changes to the committee composition. The screening committee shall consist of the following:

<b>Committee Composition</b>	<b>Recommendations of the Following:</b>
Academic Senate Presidents - 3	N/A
Classified Senate Representatives - 4 (one from each location)	N/A
Student ASB Presidents - 3	N/A
Community Members (one from each Area 1-5) - 5	Board of Trustees
College Managers - 3	Board of Trustees
College President - 1	Board of Trustees
District Administrative Center Manager - 1	Board of Trustees
AFT Representative - 1	AFT
SEIU Representative - 1	SEIU
Vice Chancellor, Human Resources/Screening Committee Facilitator - 1	N/A
Total 23	

#### Screening/Selection

The Vice Chancellor, Human Resources, approves timelines for the organizational meeting, application screening, application tally, oral interviews, and oral interview tally.

Timeline approval may be completed after the committee has set the calendar for the screening process. Any changes in the approved composition and/or timelines must be submitted to the Board for approval.

#### Announcement/Advertising

The Vice Chancellor, Human Resources, or designee, prepares the vacancy announcement, including a description of duties and responsibilities, qualifications, and application procedures. The closing date for the announcement will ensure sufficient time to recruit a diverse pool of qualified applicants. Recruitment, identification of advertising sources and applicant targets, ad placement, and web posting is the responsibility of the Vice Chancellor, Human Resources, or designee. If the District selects a recruitment firm to assist in any aspect of the recruitment and selection process, these responsibilities may be reallocated to the firm.

At a minimum, vacancy announcements will be distributed to the community colleges in California. Advertisements will be placed, at a minimum, in the *Chronicle of Higher Education*, the Association of California Community College Administrators (ACCCA), the *Los Angeles Times*, the Registry-California Community College State Chancellor's Office, HigherEdJobs.com, and VCCCD.edu.

#### Organizational Meeting

The Vice Chancellor, Human Resources, provides the screening committee with confidentiality policies and informs the committee that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. In order to maintain consistency in the process, each screening committee member must be available for all committee meetings.

The screening committee, under the direction of the Chair and the Vice Chancellor, Human Resources, identifies and discusses application screening criteria, creates oral interview questions and criteria, discusses the basis of the questions in relationship to the job announcement, and determines the relative weighting. All criteria and questions are based upon the requirements listed in the vacancy announcement.

### Prescreening

The prescreening committee consists of the chair of the screening committee and at least one additional member of the screening committee as agreed upon by majority vote of all screening committee members at the organizational meeting.

- A. The prescreening committee confers and determines which applicants meet minimum qualifications.
- B. The prescreening committee forwards the results of these deliberations to the Vice Chancellor, Human Resources.
- C. The Human Resources Department deactivates (in ORAP) those who fail to meet minimum qualifications or those who fail to meet requirements.

### Screening

The Human Resources Department forwards the guest user ID and the password for the particular vacancy to all screening committee members. Committee members have an opportunity to review any applicant file which was determined to be unqualified in the prescreening whether based on minimum qualifications or equivalency determination. Each committee member screens the application materials independently and submits their results to the Chair. Committee members complete the applicant screening forms emphasizing the following:

- Screening evaluation forms must reflect the level of desired criteria and written comments in support of the overall recommendation.
- Screening evaluation forms must document a recommendation for oral interview (4 - Highly Recommend, 3 - Recommend, 0 - Do Not Recommend).
- Screening Committee members sign and date the screening evaluation forms.

### Application Tally

All committee members must participate in the application tally meeting and shall have completed their screening of applicants. Any absences or exceptions must be approved by the Vice Chancellor, Human Resources.

- A. The Chair and the Vice Chancellor, Human Resources tally the results.
- B. The committee as a whole determines which applicants will be called for interviews. The determination is based on the scores and not the individuals' identities. "Natural breaks" in the tally total should be the determining factor.
- C. The committee determines if additional candidates are to be interviewed in the event interview invitations are refused by the selected candidates. Additional candidates are considered for interview based on their ranks and may only be considered if invitations are refused by the original invited candidates.
- D. The Human Resources Department e-mails the individuals who are not selected for interview.

E. The Vice Chancellor, Human Resources, assigns dates and times for oral interviews taking into consideration distance and time of travel for the applicants.

#### Oral Interview

The Vice Chancellor, Human Resources, discusses guidelines pertinent to the interview process, appropriate follow-up questions, guidelines for written comments on oral interview forms, the District's diversity policy, and procedures for discussion following each candidate's interview. The committee reviews each question and discusses, in general, an appropriate answer. At the oral interviews, follow-up questions may be asked and should be based on information presented by the applicants. All follow-up questions must be for purposes of clarification and expansion of an applicant's response. Follow-up questions may not deviate from the intent of the original questions.

At the conclusion of each oral interview, the Vice Chancellor, Human Resources, facilitates the following discussion process:

A. At the conclusion of each oral interview, each committee member shares a brief summary of each applicant's strengths and limitations.

Generally, the discussion will consist of:

1. Clarification of technical questions asked during the interview;
2. Favorable and unfavorable impressions concerning the manner in which the candidate responded to questions asked during the interview;
3. Strengths and weaknesses of each candidate, including professional impact;
4. Impressions concerning the manner in which the candidate responded to questions asked during the interview.

B. Among those items which are inappropriate for discussion are the following:

1. Advocacy for or opposition to a particular candidate based on information obtained outside the interview process;
2. Comments based on rumor or unsubstantiated knowledge of a candidate;
3. Any comment not related to specific interview information is inappropriate, such as comments on race, gender, age, sexual orientation, and physical characteristics.

C. Each committee member individually rates each candidate (4 - Highly Recommend, 3 - Recommend, 0 - Do Not Recommend). The Oral Interview Record Form is used for oral interview rating. Ratings must be supported by clearly written comments. Final ratings should be representative of the candidates' performances across all questions and any demonstrations.

#### Oral Tally

A. The Chair and the Vice Chancellor, Human Resources, tally the oral interview ratings and display the ratings to the entire committee with the candidates' names redacted for the purpose of determining the natural break in ratings.

B. After determining the natural break, the candidates' names are displayed to the committee to consider high/low discrepancies. The discussion focuses on information provided in the interview as well as information provided in the candidates' applications. Any committee member may change or remain with the original rating after considering the information discussed.

C. The committee as a whole reviews the ratings and determines who should be forwarded to the Board of Trustees for final interview based on the candidates' performances. The committee as a whole may decide if candidates below the natural break should be forwarded to the Board. If no candidates are deemed to be acceptable to the screening committee, the Board has the option of interviewing the candidates and/or reopening the recruitment. The Human Resources Department e-mails the individuals who were not selected for interview.

D. The committee summarizes, in writing, the strengths and weaknesses of the candidates and forwards the summary to the Board for review prior to interviewing the candidates.

#### Reference Checks

The Vice Chancellor, Human Resources, conducts reference checks for all candidates forwarded by the screening committee to the Board for consideration. Upon review of the candidates' references and any other pertinent material, the Vice Chancellor, Human Resources notifies the Board Chair of any areas of concern pertaining to the candidates.

#### Board of Trustees Interview

The Board of Trustees conducts final interviews from an unranked list of candidates forwarded by the screening committee. The Vice Chancellor, Human Resources, will attend the Board interviews. The Board may request that the committee forward additional candidates. A successful candidate may be selected by the Board, or the Board may determine that the recruitment and selection process needs to be extended or postponed to a later date.

#### Offer of Employment/Notifications

A. The Vice Chancellor, Human Resources, and the Board Chair discuss the salary offer.

B. The Vice Chancellor, Human Resources, contacts the successful candidate and makes all necessary contractual arrangements. The Vice Chancellor, Human Resources, notifies the Board Chair, within a reasonable period of time, whether the candidate has or has not accepted the contract.

C. The Vice Chancellor, Human Resources, or designee, completes the Record of Interview form indicating which applicants have not met minimum qualifications, which applicants were not invited to oral interviews, which applicants received oral interviews, and the candidate selected. The Trustees sign the form.

D. The Board Chair presents the outcome of the recruitment and selection process at the Board's next scheduled public meeting.

E. Release of information to District staff and the press regarding the outcome of the search will be undertaken by the Director of Administrative Relations in consultation with the candidate.