



Book VCCCD Administrative Procedure Manual  
 Section Chapter 7 Human Resources  
 Title AP 7120-A Recruitment and Hiring: Vice Chancellor(s)  
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[California Code of Regulations, Title 5, Section 53000 et seq.](#)  
[California Education Code Section 87100 et seq.](#)  
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 Primary Vice Chancellor Human Resources

**SELECTION PROCEDURES FOR VICE CHANCELLOR POSITIONS**

The following practices shall be followed for vice chancellor positions. [1]

**Notification of Vacancy/Recruitment Strategy**

Upon formal notification of a vice chancellor vacancy, the Chancellor will inform the Board of Trustees of the need to secure new District leadership. The Chancellor informs the Director of Employment Services of his/her plans to fill the position. Vacancy notification occurs upon the Chancellor’s acceptance of the vice chancellor’s resignation, retirement, contract non-renewal, or the receipt of information regarding death or departure for special circumstances. During the two weeks following the formal notification date, the Chancellor reviews the existing job description with the Director of Employment Services and makes any necessary changes. In the event substantial changes need to be made or there is a restructuring of the District administration functions, the new or revised job description must be presented to the Board of Trustees and the Personnel Commission (if applicable) for approval.

In compliance with Title 5, section 53021, when an interim is needed to fill a position, the Chancellor may choose between the regular or an abbreviated version of the selection process, unless not possible or practicable, following consultation with the Vice Chancellor of Human Resources. The process will, at a minimum, include a district-wide internal e-mail announcement, opportunities for individuals to make themselves known, consideration of the individuals who apply, and stakeholder involvement in the selection.

**Committee Composition**

Academic and classified appointments to the screening committee are made by the Chancellor or designee from recommendations from the groups/individuals listed below. When subject matter expertise is necessary, additional committee members may be commissioned from outside the District.

VICE CHANCELLOR POSITIONS	
Committee Composition	Recommendations from:

[AP 7120-A Recruitment and Hiring: Vice Chancellor\(s\)](#)  
[Review: Chancellor's Cabinet 10.25.16; DCHR 11.10.16, 12.08.16](#)

College Management/Supervisors - <b>6</b> (2 from each college)	College Presidents
District Administrative Center Representatives - <b>2</b>	Chancellor's Cabinet
Academic Senate Presidents - <b>3</b>	n/a
Classified Representatives - <b>3</b>	Chancellor's Cabinet
External subject matter experts - <b>1 to 3</b>	Chancellor
AFT Representative - <b>1</b>	AFT President
SEIU Representative - <b>1</b>	SEIU Chief Steward
Screening Committee Facilitator (non-voting) ---	Director, Employment Services
<b>Total 17-19</b>	

## Vice Chancellor Positions Screening Committee Guidelines

### A. Committee Appointments

The Director of Employment Services shall review the membership recommendations to ensure the diversity of representation within the Screening Committee and may modify composition as necessary. The Chancellor appoints the chair from among the committee membership, and the chair convenes the committee.

### B. Timelines for Screening/Selection Process

Timelines for the Organizational Meeting (where applicable), Application Screening, Application Tally, Oral Interviews, and Oral Interview Tally will be approved by the Director of Employment Services. Timeline approval may be completed after the committee has set the calendar for the screening process.

### C. Announcement/Advertising

The Director of Employment Services 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 well-qualified applicants. The Director of Employment Services or designee is responsible for the recruitment, identification of advertising sources and applicant targets, ad placement, and web posting. If the District selects a recruitment firm to assist with any aspect of the selection process, these responsibilities may be reallocated to the firm.

Vacancy announcements, at a minimum, 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 Registry-California Community College State Chancellor's Office, HigherEdJobs.com, diversity-related websites, and VCCCD.edu.

### D. Organizational Meeting

The Human Resources Department provides the Screening Committee with confidentiality policies and notification that all applicant files are considered confidential and must be maintained and reviewed in a manner to ensure the candidates' identities are not revealed. Each Screening Committee member must sign a confidentiality agreement in order to participate. Included in the confidentiality agreement is the procedure a committee member must follow if he/she believes any irregularities have occurred in the process. In order to ensure consistency during the process, each screening committee member must be available for all committee meetings.

The Screening Committee, under the direction of the chair and the Screening Committee Facilitator, 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 must be based upon the requirements listed in the vacancy announcement. The Chancellor may meet with the committee during the organizational meeting to define the competencies of an acceptably qualified candidate.

The committee will decide whether or not to allow video-conferencing as an interview option.

## **E. Prescreening**

All members of the prescreening committee confer and determine which applicants meet minimum qualifications. The members forward the results of these deliberations to the Screening Committee Facilitator. The Screening Committee Facilitator forwards the information to the Human Resources Department. The Human Resource Department deactivates in the applicant tracking system those who fail to meet minimum qualifications or those who fail to meet requirements.

## **F. Screening**

The Human Resources Department forwards the applicant tracking system access information for the particular applicant pool 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 his/her 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 (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).
- Screening Committee members sign and date the screening evaluation forms.

## **G. Application Tally**

All committee members must participate in the application tally meeting and have completed their screening of applicants. Any absences or exceptions must be approved by the Director of Employment Services.

1. Chair and the Screening Committee Facilitator tally the results.
2. The committee as a whole determines which applicants will be called for interviews. The determination is based on the scores and not the individuals' identity. "Natural breaks" in the tally total should be the determining factor.
3. The committee determines if additional candidates are to be interviewed in the event interview invitations are refused by the selected candidates. Additional candidates will be considered for interview based on their rank and may be considered only if invitations are refused by the original invited candidates.
4. The Screening Committee Facilitator notifies the Human Resources Department of the candidates who were selected for an interview. The Human Resources Department e-mails the individuals who were not selected for interview.
5. The Screening Committee Facilitator assigns dates and times for oral interviews taking into consideration distance and time of travel of the applicants.

## **H. Oral Interview**

The Screening Committee Facilitator 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 interview, 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.

1. At the conclusion of each oral interview, the Screening Committee Facilitator facilitates a discussion process during which the following actions occur:
  - a. Each committee member shares a brief summary of each applicant's strengths and limitations that may include the following:
    - (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.

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(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 or opposition for 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. 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.

The committee rates each candidate (5 - Highly Recommend, 4 - Recommend, 1 - Do Not Recommend).

### **I. Oral Tally**

1. The Chair and Screening Committee Facilitator tally the oral interview ratings and display the ratings to the entire committee with candidates' names redacted for the purpose of determining the natural break in ratings.

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

3. The committee as a whole reviews the ratings and determines who is qualified and should be forwarded to the Chancellor for final consideration. The committee as a whole may decide if candidates below the natural break should be forwarded to the Chancellor. The committee determines the number of acceptably qualified candidates to be forwarded to the Chancellor based on the candidates' performances. If no candidates are acceptably qualified or fewer than the Chancellor prefers are forwarded, the Chancellor may meet with the screening committee to discuss the outcome, and the committee as a whole may choose to forward additional acceptably qualified candidates for consideration. The Chancellor has the option of interviewing the candidates and/or reopening the recruitment. For classified positions, the Director of Employment Services will establish an unranked eligibility list to be certified to the Chancellor based on the recommendations of the Screening Committee. All candidates on the unranked eligibility list will be forwarded to the Chancellor for consideration.

4. The chair notifies the individuals who were not forwarded for final consideration.

### **J. Chancellor Interview**

The Chancellor conducts final interviews from an unranked list of candidates recommended by the Screening Committee.

**Applicants serving in the position on an acting or interim basis shall be granted an interview.** The Chancellor may interview without the presence of the Screening Committee Facilitator. The Chancellor may invite District employees and/or external subject matter experts such as K-12 superintendents, college, or university leaders. The Chancellor makes the final decision of whom to select for the Vice Chancellor position. The Chancellor will discuss the recommended selection with the Board of Trustees in closed session, and the Board may meet the candidate in open session before voting to approve the contract.

For both classified and academic positions, the Chancellor has the option of reopening the recruitment if no selection is made.

### **K. Reference Checks and Offer of Employment**

1. The Chancellor or designee conducts reference checks on the identified individual in accordance with the VCCCD reference checking procedure.

2. Upon review of the selected candidate's references and any other pertinent material, the Director of Employment Services notifies the Chancellor that an official employment offer may be made. The Director of Employment Services and the Chancellor discuss the salary offer.

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3. The Screening Committee Facilitator 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 Chancellor signs the form and forwards the original form to the Human Resources Department.

4. The Screening Committee Facilitator forwards all screening files, forms, and related notes and records to the Human Resources Department.

See:

[Board Policy 3420 Equal Employment Opportunity](#)

[Administrative Procedure 3420 Equal Employment Opportunity Plan](#)

[Board Policy 7100 Commitment to Diversity](#)

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[1] Selection processes for classified management positions will be administered in accordance with the rules and regulations adopted by the Personnel Commission.

Last Modified by Patti Blair on October 25, 2016