



Book	VCCCD Administrative Procedure Manual
Section	Chapter 7 Human Resources
Title	AP 7120-B Recruitment and Hiring: College President
Code	AP 7120-B
Status	Active
Legal	Accreditation Standard III.A California Education Code Section 87100 et seq. California Education Code Section 87400 California Education Code Section 88003
Adopted	June 20, 2006
Last Revised	September 13, 2016
Last Reviewed	September 13, 2016

SELECTION PROCEDURES FOR COLLEGE PRESIDENTS

Notification of Vacancy/Recruitment Strategy

Upon formal notification of a presidential vacancy, the Chancellor will inform the Board of Trustees of the need to secure new college leadership. Vacancy notification shall be provided in the form of the Chancellor’s acceptance of a presidential resignation, retirement, contract buyout, or the receipt of information regarding death, or departure for special circumstances.

The Chancellor will determine whether he/she wishes to contract for an external recruitment firm, to utilize the District’s Human Resources Department (HR), or to utilize a combination of consultant and internal HR support services for the selection of a successor president. Should the Chancellor choose to contract for external search services exclusively, the Vice Chancellor of Human Resources, or his/her designee, shall serve as the Chancellor’s liaison to the firm. The Vice Chancellor of Human Resources will ensure commitment to community and college participation in the search, as well as providing equal employment opportunity to qualified candidates.

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 districtwide 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 and Appointments

Academic, classified, and student appointments are made by the Chancellor from the groups/individuals listed below. The Chancellor shall make appointments to ensure diversity of representation within the selection committee. The Director of Employment Services shall review the membership recommendations to ensure the diversity of representation within the Screening Committee and may modify the composition as necessary. The Chancellor appoints the screening committee chair from among the committee membership and the chair convenes the committee. The screening committee shall consist of the following:

Committee Composition	Number	Selected from Among the Recommendations of the Following:
Faculty (from the college with the vacancy)	2	Academic Senate President
Classified Representatives (from	2	Classified Senate President

the college with the vacancy)		
Student (from the college with the vacancy; non-voting, advisory only)	1	Associated Student Government President
Additional appointments will be selected from among the recommendations of the following:		
Community Members	1	Chancellor
College Management (from the college with the vacancy)	2	Chancellor
Current Community College President (from one of the other two colleges)	1	Chancellor's Cabinet
District Administrative Center Manager	1	Chancellor's Cabinet
Screening Committee Facilitator (non-voting)	---	Human Resources Department
TOTAL	10	

Timelines for Screening/Selection Process

The Vice Chancellor of Human Resources or designee 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 Chancellor for approval.

Announcement/Advertising

The Vice Chancellor of 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 Chancellor 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, with 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.

Organizational Meeting

The Vice Chancellor of Human Resources or designee 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 that 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 during the process. 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 of Human Resources or designee, 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. 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 videoconferencing as an interview option.

Prescreening

The prescreening committee consists of the chair of the screening committee and at least one additional member of the screening committee, as agreed 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 of Human Resources or designee.

C. The Human Resources Department deactivates in the applicant tracking system 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 that 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 (5 - Highly Recommend, 4 - Recommend, 1 - 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 of Human Resources.

- A. The chair and the Vice Chancellor of Human Resources or designee 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 of Human Resources or designee assigns dates and times for oral interviews taking into consideration distance and time of travel for the applicants.

Oral Interview

The Vice Chancellor of Human Resources or designee 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.

At the conclusion of each oral interview, the Vice Chancellor of Human Resources or designee 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 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. Each committee member individually rates each candidate (5 - Highly Recommend, 4 - Recommend, 1 - 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 Vice Chancellor of Human Resources or designee 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 scoring 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 his/her original rating after considering the information discussed.

C. 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.

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

Reference Checks

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

Chancellor Interview

The Chancellor conducts final interviews from an unranked list of candidates forwarded by the screening committee. 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 College President 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. The Chancellor has the option of reopening the recruitment if no selection is made.

Offer of Employment/Notifications

A. The Vice Chancellor of Human Resources or designee and the Chancellor discuss the salary offer.

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

C. The Vice Chancellor of 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 Chancellor signs the form.

D. Release of information to VCCCD staff and the press regarding the outcome of the search will be undertaken by the Chancellor's Office in consultation with the candidate.

See:

[Board Policy BP 3420 Equal Employment Opportunity](#)

[Administrative Procedure AP 3420 Equal Employment Opportunity Plan](#)
[Board Policy BP 7100 Commitment to Diversity](#)