

The selection and hiring of a Superintendent/President is one of the most important actions that the Board of Trustees undertakes. This document outlines the administrative process for the selection of the Superintendent/President of El Camino Community College District (District).

**Contract Search Firm**

Upon notification to the Board of Trustees of the Superintendent/President position vacancy, the Board shall initiate a process to contract with an external search firm to conduct the search process. A written document (*Request for Qualifications for Superintendent/President Search Services*) will be distributed to a variety of search firms. The Request for Qualifications may include:

- a. Statement of the District's background, location, community profile, and reason for vacancy.
- b. List of services expected to be performed by a search firm, including:
  - Support for the Board, Human Resources, and the Search Committee throughout all phases of the search and selection process.
  - Facilitation of a District study, with Board and campus community input, to determine the District's leadership needs and institutional priorities.
  - Written description of the characteristics and qualifications required of the next Superintendent/President based on Board and community feedback.
  - Written proposal for a selection process and a timeline for Board review and approval.
  - Preparation of position advertisements and materials including distribution of position announcement/information to prospective candidates.
  - Guidance in establishing appropriate internal and external communications.
  - Assistance in receiving applications, collecting EEO data, pre-screening applications, and sending letters to applicants.
  - Active recruitment of candidates to supplement and diversify the applicant pool in support of the District's equity goals.
  - Facilitation of candidate discussions at Board and Search Committee meetings.
  - Preparation of the Board and Search Committee for interviews and campus visits, including interviewing procedures, screening criteria, and Search Committee screening forms.
  - Assistance in the preparation for campus visits and collection of post-visit surveys to solicit campus feedback.
  - Reference checks of candidates and written summary reports.
  - Availability for general consultation; this includes physical attendance at a minimum of three (3) Board meetings and physical presence during first level interviews.
  - Assistance with final selection, contract negotiations, and communications between the Board and the finalist to ensure clear expectations.

c. Request for a brief proposal [no longer than five (5) pages, not including appendices] that includes the following:

- Qualifications for performing executive searches, including evidence of finalist retention rates; experience in Superintendent/Presidential searches in higher education institutions and community colleges that are similar in size and structure to the District and/or community colleges in California. Proposal should include a summary of the services which the firm will provide to the District, a list of tasks expected to be completed by District personnel, and highlighted services or skills which offer the greatest value and/or which differentiate services from other firms.
- Proposed total search cost and pricing for selected levels of service, clearly indicating what is commensurate with such service, should the Board of Trustees elect to limit the tasks performed by firm.
- Name(s) and pertinent qualifications of consultant(s) assigned to the District search.
- Suggested timeline and anticipated start date for the selected Superintendent/President.
- Consultant's and search firm's availability for the District's search, including the number of other searches the consultant(s) and the search firm will be managing simultaneously.
- Appendix of professional references familiar with the abilities of the proposed consultant(s) who will be assigned to the District's search.

d. Once proposals are received, the Board may request presentation(s) on how the consultant would manage the search process. The Board may assess the experience, services, operating methods, success rates of prior searches, as well as data on effectively managing budgets, timelines, and extended searches. The Board shall also:

- Meet the consultant(s) who will be assigned to the District, not just a representative of the firm.
- Discuss ground rules, operating procedures, and costs.
- Check the references of the firm and the assigned consultant.
- Assess the extent of the consultant's and firm's contacts and networks.
- Review the consultant's history of developing a diverse pool of qualified candidates.

Once the Board selects a search firm, they will review the proposed contract to ensure that it clearly outlines how the firm will meet the Board's expectations regarding services, costs, and timelines.

### Search Timeline

The timeline for the search process should allow for sufficient time to recruit a substantive pool of qualified applicants and assess candidates. The following is a list of tasks that may overlap and are not necessarily sequential:

<b>Task</b>	<b>Responsible Party</b>
Hire a search firm.	Board
Design search process.	Search Firm
Assess District needs and develop job description.	Search Firm
Identify Search Committee members.	Board or Designee
Approve job description, salary range, recruitment budget, timelines, and responsibilities.	Board
Advertise and recruit applicants.	Search Firm
Screen applicants for minimum qualifications.	Search Firm
Evaluate written materials provided by screened applicants; choose candidates to invite to interview.	Search Committee
Conduct first level in-person interviews and other assessments. Select top finalists.	Search Committee
Check references of top finalists and prepare in-depth written reports.	Search Firm
Conduct second level interviews with presentations by finalists.	Board
Collect community feedback.	Search Firm
Review written report of reference checks.	Board
Select top candidate.	Board
Verbal offer extended, contingent offer letter/contracted drafted pending background check, and Board Meeting approval.	Search Firm and Board

### Cost and Budget

A budget for the search shall be determined in conjunction with the Vice President of Administrative Services. The District is responsible for the full cost of the search and the budget should be sufficient to cover the cost of hiring a professional search firm; advertising the position; travel of candidates to all interviews; as well as the usual phone calls, postage, duplicating, and other administrative expenses associated with a search.

### Formation of a Search Committee

The Search Committee is typically composed of 12-14 voting members and should represent the campus diversity and campus constituencies. Unless otherwise noted, the Board of Trustees shall appoint representatives to the Search Committee. Representatives may include, but are not limited to the following:

- Academic Senate representative - required (appointed by the Academic Senate president)
- Federation representative – required (appointed by the ECCFT president)
- ECCE member – required (appointed by the ECCE president)
- Police Officer Association representative – required (appointed by the POA president)
- Associated Student Organization – required (appointed by ASO President)

- Member of the President’s Cabinet – required (appointed by the Board)
- Management (appointed by the Board)
- Academic Dean(s) (appointed by the Board)
- El Camino College Foundation representative
- ECC Alumnus/Alumna
- Equal Employment Representative (EER) to serve as a technical advisor throughout the selection process and to ensure non-biased and fair recruiting practices are being followed
- Other community members (appointed by the Board).

The Vice President of Human Resources serves as the ex-officio committee member, Search Chair, and liaison to the Board of Trustees. The Board may reserve the right to alter and/or enhance representation on the committee to balance the skills and knowledge required of the position and District needs.

The committee members shall commit to seeking candidates who will provide the best leadership for the District and meet the priorities set by the Board. Committee members shall also commit to balancing the interests of their constituent group with the best interests of the District as a whole. Committee members must be able to attend all scheduled meetings including possible evening and weekend meetings.

The Board may consult with the incumbent Superintendent/President before exercising final approval of the Search Committee composition.

Note: the Student Trustee is not permitted, per Education Code Section 72023.5, to attend closed sessions regarding the employment selection of a Superintendent/President.

### **Institutional Review, Candidate Profile, and Finalized Job Announcement**

The Board of Trustees with the guidance of a search firm will conduct an institutional review to determine the qualities, experiences, and specific skill sets needed in the next Superintendent/President. A review will help the Board identify the District’s strengths and challenges in institutional effectiveness, planning, fiscal management, resource development, academic programs, student services, community relations, facilities, human resources, economic development, and other critical areas. The Board may meet with the incumbent Superintendent/President to gain insight on suggested criteria to be used in the selection process. Strategic plans and accreditation self-studies will provide further information about the direction and needs of the District. Input from campus constituency groups and community leaders shall be solicited. Details of these processes include the following:

- a) The search firm shall meet with the Search Committee to review a draft of the search process, discuss a preliminary timeline, review preliminary search criteria (candidate knowledge, skills, experience, and abilities) to be used in the job announcement, and discuss the nomination process. Public commentary may be solicited and gathered to determine if the existing job description requires updating based on the needs of the college and the most important challenges

facing the District in the future; recommendations may be put forth by the campus and the community.

- b) In developing a candidate profile, the Board shall review the list of District challenges and candidate assets gathered from District meetings and edit the Superintendent/President job description accordingly.
- c) A job announcement will list the challenges of the job, identify desired characteristics, and detail the required qualifications. The job announcement shall clearly state job specifications including the knowledge, skills, and abilities necessary for job performance. The job announcement shall also include sensitivity to and understanding of the diverse academic, socioeconomic, cultural, abilities, and ethnic backgrounds of community college students. The job announcement will be used to:
- Screen applicants using a set of objective criteria;
  - Construct relevant interview questions or other assessment procedures; the search firm shall propose any optional selection steps (i.e., writing sample, oral presentation, etc.) that will be utilized in the screening process of all candidates.
  - Evaluate the qualifications and performance of the candidates.
- d) The search firm shall develop the job announcement in consultation with the Board, the Cabinet and the Executive Director of Marketing and Communications, and it should reflect the future leadership needs of the college. The final job announcement shall be submitted for Board approval.

The final job announcement should contain at least the following:

- The Position – description of the primary functions and relationship with the Board of Trustees and scope of authority within the District.
- The District – basic information about the District which may include history, size, campus location, mission, values, student demographics, institutional effectiveness metrics, and notable accomplishments.
- The Region – highlights of the area served by the District including the cities and communities, population, socioeconomic factors, key industries, cultural opportunities, and other important characteristics.
- Challenges, Strengths, and Opportunities – highlights of the major challenges that the District will be facing in the foreseeable future and other relevant goals and needs.
- Duties and Responsibilities – general duties required of the Superintendent/President in planning, finance, policy formulation, community involvement, college advancement, advocacy, and institutional excellence.
- Professional Qualifications – educational background and experience required and desired; the qualifications expected of a successful candidate.

- Application Process – required documentation, application submission process, and relevant deadlines.
- Compensation – informational statement regarding compensation.
- The College’s EEO statement.

### **Recruiting Applicants**

The Board expects a broad and inclusive search. The search firm shall advertise the job announcement nationally utilizing a wide array of venues that will promote and generate a qualified and diverse pool of applicants. If the applicant pool is not broadly inclusive, the search may be extended and more applications sought.

### **Narrowing the Field of Candidates**

The search firm will screen all applications and support documentation received to verify the completeness of materials and to ensure minimum qualifications for the job are met prior to releasing names and applications to the Search Committee. The search firm shall be responsible for collecting all required EEO data.

The Search Committee Chair, in collaboration with the search firm, shall be responsible for the orientation of the Search Committee including the establishment of candidate review procedures, agreed-upon ground rules, meeting dates and times, and the collection and distribution of application documents reviewed by the Search Committee. The Chair and the search firm will be responsible for moving the selection process forward in a timely manner.

The Search Committee shall review the application forms and accompanying documents of all qualified candidates (pre-screened by the search firm) and reach consensus on the pool to be interviewed.

The search firm will assist in developing a list of appropriate interview questions for the Search Committee’s review and consensus. Other administrative details include:

- a) For each interview, Search Committee members shall complete the forms provided by the search firm to evaluate candidates. These forms will be included in the recruitment file at the conclusion of the interviewing process.
- b) All written materials regarding the selection and interview process, including forms provided by the search firm and separate notes taken by individual Search Committee members, shall be collected by the search firm at the completion of the recruitment and scanned as a single electronic file to become part of the permanent recruitment file with Human Resources.

### **First Level Interviews**

The Search Committee will conduct in-person interviews with first level candidates and recommend 3 to 5 individuals to invite to campus for second level interviews. In the event the Board is not satisfied with the candidate pool forwarded by the Search Committee, the Search Committee may be asked to return to the applicant pool and make further recommendations.. If there is no agreement, the position shall be reopened.

### **Reference Checks**

The search firm will complete reference checks and verification of transcripts and other application documents for the second level candidates and a written summary report shall be provided to the Board prior to the second level interviews. No member of the Search Committee may serve as a reference.

### **Second Level Interviews**

Second level interviews shall be designed to allow campus and community members to meet, hear from, and interact with each candidate. When finalists are scheduled to visit campus for their second level interviews, their names shall be released to the public, along with general information about their background and qualifications. It is recommended that the name of each finalist be made public at least 72 hours prior to their scheduled campus visit.

- a) The Board may reserve the right to invite fewer candidates than were recommended by the Search Committee for second level interviews. Second level interviews must be done in-person and with no fewer than three (3) candidates approved by the Board of Trustees.
- b) Second level candidates shall be given the opportunity for a tour of the campus by a staff or student member not serving on the Search Committee. Tour guides shall follow a prescribed format agreed upon by the Search Committee and shall be consistent for each candidate.
- c) Second level candidates may be requested to provide a presentation to the campus and the community in an open forum. The topic shall be determined by the Search Committee and approved by the Board, The forum will provide an opportunity for the candidate to present their vision for the District.
- d) The campus and the community will be given an opportunity to provide feedback on the candidates' presentations and overall impressions of campus visits. A summary report shall be generated by the search firm and provided to the Board of Trustees prior to final deliberations.

### **Selection of Superintendent/President**

The Board shall meet individually with the recommended finalists in Closed Session for the purpose of conducting final interviews before making a final decision. Interviews conducted by the Board shall occur on a duly noticed board meeting, in Closed Session. The Board shall meet and deliberate on the merits of each finalist before final selection.

### **Reopened Searches**

Should the Board of Trustees decide that the circumstances warrant the reopening of a search, it is within their discretion to evaluate and make changes to the membership of the Search Committee.

**References:**

Title 5 Sections 53000 et seq.

ACCJC Accreditation Standards IV.B and IV.C.3 (*formerly IV.B.1 and IV.B.1.j*)

College Council: 11/9/18, 3/15/19, 5/3/19

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