

**CHAPTER 2: Administration and General Institution**  
**ADMINISTRATIVE PROCEDURE NO. 2.02.1**

**ADMINISTRATIVE PROCEDURE**  
**San Mateo County Community College**  
**District**

**Subject:** AP 2.02.1 Selection Procedures for Chancellor  
**Revision Date:** 7/05, 8/23  
**Policy References:** Education Code Sections 70902(d) and 72400; Title 5 Sections 53000 et seq.;  
ACCJC Accreditation Standards IV.B and IV.C.3

---

## **GENERAL PRINCIPLES**

The following principles shall guide all activities related to the screening and selection of a new Chancellor:

- San Mateo County Community College District is committed to providing full, objective, and equal access to its recruitment and selection process for all applicants, regardless of race, color, national origin, gender, sexual orientation, religion, or marital status. The District is an Equal Opportunity Employer that fully respects and values the diversity of cultures, language groups, and abilities of its surrounding communities and student body.
- The District actively seeks applicants who demonstrate the required technical expertise, preparedness, competence, respect and sensitivity that will enable them to effectively work in a multicultural, multilingual educational environment. The Board of Trustees is committed to assuring equal opportunity practices throughout the screening and selection process for a Chancellor.
- Emphasis is placed on the responsibility of the Board of Trustees to ensure the quality of the Chancellor being hired.
- Clear efforts are made to comply with Federal, State, and local laws, and the District's commitment to equal opportunity, fairness, inclusion, respect for all candidates, and objectivity throughout the selection process.
- Between the announcement of the vacant position and the selection of a candidate for hire, there will be sufficient time to allow for a thorough, complete, and thoughtful search. The Board of Trustees and Chief Human Resources Officer may use search firms to assist with specific tasks related to the selection process.
- All participants in the selection process receive appropriate orientations to equal opportunity and legal selection procedures so that fair and equitable treatment of all individuals can be assured.

- Individuals, regardless of race, ethnicity, language group or ability, who are knowledgeable about and responsive to the College and District commitment to equal opportunity, are included on the Search Committee. Whenever possible, Search Committee membership is diverse in order to broaden perspectives and to better represent the District commitment to equal opportunity.

## **I. DEVELOPMENT OF THE JOB ANNOUNCEMENT**

The appropriate sections of the job announcement (specific position duties and responsibilities, desirable skills and attributes) will be developed by the Chief Human Resources Officer (“CHRO”) and the Search Firm, if engaged, to assist in the recruitment. The announcement will be approved by the Board of Trustees. The announcement will assure equal employment opportunity, and the “desirable qualifications” listed in the job announcement will not adversely impact individuals based on race, ethnicity, language group, national origin, gender, sexual orientation, religion, and/or marital status.

The CHRO will provide a range of technical services, training and consultation, as appropriate, to assure that the job announcement, recruitment activities, screening/selection process, criteria, forms, and documentation comply with applicable current laws and regulations, as well as District policies and procedures.

### **a. ELEMENTS OF THE JOB ANNOUNCEMENT**

The Chancellor job announcement shall include the following information:

- i.** Description of the primary duties and responsibilities (essential functions) of the position,
- ii.** State-mandated and Board-approved requirements
- iii.** A state-mandated requirement of a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of staff and students.
- iv.** Additional job-related (bona fide occupational qualifications) “desirable skills and attributes” such as
  1. Additional degrees, licenses or certificates
  2. Special fields of training and/or experience
  3. Specific experience
  4. Other job-related knowledge, skills and/or abilities as appropriate
  5. Salary range

## **II. THE SEARCH COMMITTEE**

### **a. SELECTION OF SEARCH COMMITTEE MEMBERS**

The selection of Search Committee members will be collaborative. Appointments to the Committee will be as follows: CSEA appoints representatives from the Classified Staff. The Academic Senate Presidents appoint faculty representatives. The Presidents of the Associated Students appoint a student representative. Other members and the Search Committee Chair will be proposed by the Board of Trustees.

### **b. SEARCH COMMITTEE MEMBERSHIP**

There will be representatives from classified staff, faculty and Presidents, and as appropriate, a student representative. The CHRO or designee and the search firm representative, if any, will serve as advisors to the Search Committee and will be responsible for the logistical management of the screening process.

The Search Committee will:

- i.** whenever possible, include a diverse membership that will bring a variety of perspectives to the assessment of applicant qualifications;
- ii.** include at least one member who has been oriented in the Equal Employment Opportunity to assist the Committee in its compliance with equal employment opportunity policies and practices;
- iii.** require members to attend all Committee meetings;
- iv.** include all members in votes and decisions that are made throughout the Committee process; and
- v.** preserve and respect the confidentiality of the screening and selection process at all times. If confidentiality is breached or prejudicial statements are repeated after a warning, the Search Committee Chair may disband the Committee in consultation with the Board President.

### **c. SEARCH COMMITTEE ORIENTATION**

All Committee members will receive orientation at the beginning of the process that will include the following types of information:

- i.** Importance of confidentiality throughout the process.
- ii.** The District commitment to equal employment opportunity, including procedures and techniques to assure fairness and objectivity, avoid adverse impact, and include qualified candidates regardless of race, ethnicity, language group, color, national origin, age, gender, sexual orientation, religion or marital status.
- iii.** The respective roles, contributions, and responsibilities of each Search Committee member in assuring fair, objective, and equal treatment of all candidates.

- iv. Review of the selection process, its steps, projected timelines, and requirements for legal documentation of the Committee's evaluation screening and selection of candidates.
- v. Technical aspects of the process, review of the knowledge, skills and abilities (KSAs) that will be used to pre-determine Committee paper screening criteria, procedures, interview questions and skills demonstrations, rating criteria, forms and documentation (the Office of Human Resources is available to provide technical assistance to the Committee in all aspects of the process).

### **III. DEVELOPMENT OF THE ASSESSMENT PLAN**

#### **a. PAPER SCREENING GUIDELINES**

Before receiving any application materials from candidates, the Committee shall again review the knowledge, skills, and abilities (KSAs) that are stated on the job announcement and determine which of the KSAs will be most appropriate to use as criteria in screening the application materials. The Committee will also pre-determine the appropriate weighting of the KSAs, the procedure for rating, the form that will be used, and the procedure that will be used to select candidates for subsequent steps.

#### **b. INTERVIEW AND SKILL DEMONSTRATION GUIDELINES**

Interview questions and skill demonstrations will comply with current law; be based solely on bona fide, job-related KSAs as stated in the job announcement; and be appropriate to the subject matter. Each Committee member shall document the quality of the candidates' responses using the pre-determined set of KSAs, rating system and form. Interview questions and skill demonstrations must be job-related, based on the required KSAs, unbiased, and should have the following characteristics:

- i. Questions are open-ended to prompt complete responses from the candidate.
- ii. Include pre-determined "key response elements" (KREs) that the Committee can use to evaluate the quality of the candidate's responses to each interview question. KREs are derived from the KSAs being "tested" by each interview question.

The Committee may include the following as part of its assessment plan:

- Interview questions related to candidates' experience with and sensitivity to diversity of cultures, language groups, and abilities within the student body and staff as a measure of preparedness to work in a multi-cultural, multi-lingual environment.

### **IV. CLOSE OF THE RECRUITMENT PROCESS**

At the close of the recruitment, the CHRO will package the application materials received during the recruitment process and forward them to the Board of Trustees. The CHRO will coordinate the selection of Committee members; organizing Committee meetings; pre-screen application materials, development of interview questions and skills demonstrations, rating forms, committee orientation, and candidate notification.

Pursuant to Title 5, the CHRO will implement the following guidelines relative to applicant pools and the selection process:

## AP 2.02.1 Selection Procedures for Chancellor (continued)

- a.** The application for employment shall allow each applicant to identify his or her gender, ethnic group identification voluntarily, and, if applicable, his or her disability. This information shall be kept confidential and used only in research, validation, monitoring, and evaluating the effectiveness of the District's equal employment opportunity program, or any other purpose specifically authorized in Title 5, or by any applicable statute or regulation.
- b.** After the recruitment has closed, the composition of the initial applicant pool shall be analyzed by the CHRO to ensure that any failure to obtain projected representation for any monitored group (defined in Title 5, as an ethnic group, gender, or persons with disabilities that are employed by the District but whose percentage relative to other groups is below 80% of the projected representation for that group in the specific job category) is not due to discriminatory recruitment procedures. When recruitment efforts have offered an opportunity for participation to a wide diversity of potential applicants or further recruitment efforts would be futile, applications shall be screened to determine which candidates satisfy job specifications outlined in the job announcement.
- c.** The CHRO shall analyze the composition of the qualified applicant pool to ensure that no monitored group is adversely impacted pursuant to Title 5 regulations. If an adverse impact exists, the CHRO shall take effective steps to address the adverse impact before the selection process continues. Such steps may include, but are not limited to:
  - i.** Extending the recruitment deadline and undertaking inclusive outreach efforts to ensure that members of the adversely impacted monitored group have equal opportunity to seek employment with the District
  - ii.** Including all applicants who were screened out on the basis of any locally established qualification beyond minimum qualifications, which have not been specifically demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of Federal law or which are not among those which the California Community College Board of Governors has found to be job-related and consistent with business necessity throughout the community college system.
- d.** If adverse impact persists after taking the required remediation steps, the selection may proceed only:
  - i.** If the job announcement does not require qualifications beyond the Statewide minimum qualifications; or,
  - ii.** Locally established qualifications beyond State minimum qualifications, if any, are demonstrated to be job-related and consistent with business necessity through a process meeting the requirements of Federal law and suitable alternative selection procedures to reduce the adverse impact were unavailable; or,
  - iii.** The particular qualification beyond the Statewide minimum qualifications that are used in the job announcement are among those that the Board of Governors has found to be job-related and consistent with business necessity throughout the community college system;

## **V. SCREENING OF APPLICATION MATERIALS**

### **a. Paper Screening Process**

Using the pre-determined rating criteria, form and rating methodology, all members of the

Search Committee shall review all completed application materials and then select for interview those applicants who most closely meet the stated requirements and desirable skills and attributes as listed on the job announcement.

Following the screening of application materials and the selection of interviewees, the CHRO will identify applicants not selected after the paper screening process and confer with the Board of Trustees before notifying applicants who were not selected.

## **VI. SCREENING OF INTERVIEWEES**

All pre-determined interview questions and skill demonstrations with key response elements, and other screening components of the selection process, must be directly related to the required and desirable knowledge, skills, and abilities of the job, as listed in the job announcement.

The same pre-determined interview questions (and skill demonstrations) shall be used to screen each candidate. The Committee may ask appropriate follow-up questions to clarify a candidate's response to a question, or may ask job-related questions about information contained in the application materials; however, Committee members must ensure that all candidates are provided an equal opportunity for clarification and elaboration on matters related to their background and/or responses to questions.

All Committee members must be present during all of the interviews. If a Committee member is unavoidably absent and subsequent interviews cannot be rescheduled, the remaining Committee members may proceed without that member for the remainder of the process. Whenever that absence disrupts the balance of the Committee membership, the CHRO will consult with the Board President to determine a course of action.

### **a. INTERVIEW DOCUMENTATION**

An interview/skill demonstration rating form must be completed and signed by each member of the Committee to document the quality of each candidate's responses. The Committee Chair is responsible for reviewing all of the completed rating forms to ensure that the comments made by the Committee members relate only to job-related criteria.

At the conclusion of the interviews and skill demonstrations, the Committee Chair shall compile all of the rating forms, Committee member notes, and other written documentation about the process into a final and confidential Committee record that will be sealed and maintained in a designated location at the District for three (3) years as required by law.

The CHRO and/or Search Firm shall be responsible for notifying unsuccessful interviewees after conferring with the Board of Trustees.

### **b. CRITERIA FOR THE RECOMMENDATION OF FINALISTS**

Several factors are to be considered by the Committee in selecting interviewees who will be forwarded as finalists. The selection should be based on a combination of the information in the candidate's application materials, the interview performance, and the results of the skill demonstration or other pre-determined, job-related Committee assessment tool. Such factors as the following shall be considered:

- i.** Demonstrated professional competence

## AP 2.02.1 Selection Procedures for Chancellor (continued)

- ii. Scope and quality of professional preparation
- iii. Experience and skills related to the position
- iv. Demonstrated skill and preparation to work in a multicultural, multilingual educational environment
- v. Sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of staff and students.

The Committee will select as finalists those candidates who most closely meet the selection criteria, are well qualified in the opinion of the Committee, and would be most likely to be successful if selected for the position. The CHRO and/or Search Consultant will compile and review all Committee documentation for compliance with these procedures. The Board of Trustees will meet with the Committee Chair, CHRO and/or Search Consultant, if any, to hear a detailed presentation on the search process, general information on the candidate pool, descriptions of those who were considered as semifinalists, and the list of recommended finalists. Finalists shall be forwarded, unranked, to the Board of Trustees.

The following items also shall be forwarded to the Board of Trustees along with the finalists' names:

- Originals of each finalist's application or resume,
- A list of the interview questions and key response elements used to interview candidates, and
- Committee comments regarding the strengths of each finalist and information about any job-related issues that can more effectively be discussed during the final interview.

If only one candidate is deemed acceptable as a finalist, the Committee will also submit its reasons in writing and forward them to the Board of Trustees, who will review the screening process with the Committee Chair and CHRO.

The Board of Trustees retains the right to consider one or more candidates whose names may not have been forwarded to the Board and will notify the Committee of their rationale.

## **VII. FINAL INTERVIEWS AND REFERENCE CHECKS**

Reference checks will be conducted by the CHRO, Search Firm, if any, and Board members.

The person who is eventually selected for hire will be from among the finalists who the Committee recommended. If the Board of Trustees does not select one of the recommended finalists, the Board will meet with the Committee to explain the decision. Before failing a search, the Board of Trustees may elect to review the pool of candidates and interview additional finalists, or the Board of Trustees may reopen the hiring process.