

# ADMINISTRATIVE REGULATION 2431

SOUTH ORANGE COUNTY  
COMMUNITY COLLEGE DISTRICT

BOARD OF TRUSTEES

## RECRUITMENT: CHANCELLOR

### I. GENERAL PROVISIONS

A. Preface: The hiring of a highly qualified Chancellor is essential to the mission of the South Orange County Community College District. Therefore, the Board of Trustees, with input through this process from students, faculty, staff, management team, and community members, has the responsibility to hire a highly qualified Chancellor.

B. Scope: This regulation applies to the recruitment and hiring process for the Chancellor in compliance with Equal Employment Opportunity standards and in alignment with the District's commitment to diversity, equity, and inclusion (DEI).

#### C. Definitions:

1. Board: The Board of Trustees of the South Orange County Community College District.
2. Board Designee: A member of the Chancellor's Executive Cabinet approved by the Board to coordinate the hiring process.
3. Chair: Chair of the Search Committee.
4. Chancellor: The Chancellor of the South Orange County Community College District. The policy also refers to the Chancellor during the process, meaning the current, interim or acting Chancellor.
5. Consultant: The Board Designee may work with a professional consultant to assist with various aspects of the search process.
6. District: The South Orange County Community College District.
7. EEO: Equal Employment Opportunity.
8. EEO Representative: The Board Designee will assign a trained Equal Employment Opportunity representative to the Search Committee. This representative shall be a non-voting member.
9. HR Specialist: Human Resources Specialist representative assigned to the job opening.
10. HR: District Human Resources.
11. SOCCCD: The South Orange County Community College District.
12. Vice Chancellor: Vice Chancellor, Human Resources, or designee.

D. Confidentiality and Conflict of Interest Statements: The South Orange County Community College District Confidentiality and Conflict of Interest Statements apply to this process.

E. Compliance: This regulation is intended to comply fully and be interpreted in a manner consistent with all applicable state and federal laws and regulations, including but not limited to the Title 5 equal employment opportunity regulations. Any provision of this regulation that directly conflicts with any applicable state or federal law or regulation may be disregarded and a procedure that complies with the superseding authority shall be developed by the Chancellor and substituted until the Board may adopt a formal amendment to this policy.

F. Oversight: Normally, the current Chancellor will provide oversight of the hiring process as the Board Designee. However, the Board may appoint an alternate designee, as appropriate, to ensure avoidance of any conflict of interest. The Board Designee, with the assistance of HR, oversees the implementation of the hiring process and the activities of the Search Committees as they exercise their duties, specifically to ensure that actions of Search Committees are consistent with both the written stipulations and the intentions of this regulation.

It is the responsibility of the Board Designee to ensure the integrity of the hiring process established by this regulation. If, in the judgment of the Board Designee, the integrity of the process described herein has been substantially violated or abused, the Board Designee may order that the process be suspended, pending determination of an appropriate action in consultation with HR and the Board President.

G. Interpretation: Technical questions and minor problems will ordinarily be resolved by the HR Specialist in consultation with HR. In the event that a question of the procedural interpretation of this regulation arises and cannot be resolved by the HR Specialist, the question shall be submitted in writing to the VC.

If in the judgment of the HR Specialist, the Chair, or Board Designee, a problem of interpretation occurs which threatens the viability or integrity of a Search Committee's duties as described herein, all parties shall be immediately notified, and the hiring process may be suspended pending resolution of the problem. The Board Designee, in consultation with HR, shall attempt to resolve any problem or difference of interpretation of this regulation.

H. Exceptions: The Board Designee, in consultation with HR, may reduce or extend the time for any step established in this regulation. Such exceptions shall be as narrow as possible to address, in a reasonable manner, the unusual circumstances posed. In the event of such an alteration to the process as described herein, the Board Designee will notify HR in writing, stating the unusual circumstances necessitating the extension or exception.

## II. RECRUITMENT

A. When the need for hiring a new Chancellor is determined and recommended by the Board of Trustees, and upon the Board's approval, a request is completed and submitted to HR by the Board Designee.

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B. The Board of Trustees may employ a consultant to assist with the Chancellor Search process. The Board Designee will ensure that all proper procurement procedures are followed to contract with the Consultant, as appropriate.

C. Job Announcement Content: The job announcement will determine the screening criteria for review of applicant files. Care must be taken to ensure accurate and job-related criteria. It shall contain at a minimum:

1. Opening and closing dates
2. Summary of duties and responsibilities
3. Minimum qualifications
4. Desirable qualifications
5. Application requirements and procedures
6. Special testing, if applicable
7. Submission of materials, if required
8. EEO/DEI Statement/Clery Statement

D. All openings will be advertised through HR. The Consultant may work with the Board Designee on additional marketing, if needed.

E. When the position is opened, it will be announced by HR with sufficient time to advertise the position. This should normally be between six and eight weeks, unless otherwise requested by the Board Designee.

F. Announcement brochures or other marketing materials will be distributed to appropriate professional sources. A website may be developed for the search.

G. Termination of Search: At any time during the recruitment, the Board of Trustees may decide to stop the process and reopen the position. This could include rewriting the announcement, position description, and reconsideration of Board expectations.

### III. APPLICATION PROCESS

A. Submission: Applications, resumes, and other required materials are accepted only by HR via the District's online employment site or by Consultant, if so contracted.

B. Application Period: The application period may be for a set period or "open until filled." In the case that a position is "open until filled," screening may not begin until after the initial screening date as listed in the job announcement. The initial screening date shall be indicated clearly in an "open until filled" job posting.

C. Application Period Extension: At the recommendation of the Search Committee or Board Designee, the application period may be extended in situations such as there are too few minimally qualified applicants. The Board Designee will confer with the Search Committee before making the final decision to extend the application period to determine the length of the extension.

D. Application Review: All complete applications that meet the minimum qualifications for the position may be reviewed by the Board members upon request.

#### IV. SEARCH COMMITTEE

A. Search Committee Composition: The Board Designee shall appoint the Search Committee according to the criteria established below:

1. The Search Committee shall consist of no more than 19 and no fewer than ten (10) voting members.
  - a. The Board Designee will select up to seven management team members. The Board Designee also will appoint the Search Committee Chair.
  - b. Each Academic Senate will select one faculty member for a total of two on the Search Committee.
  - c. The South Orange County Community College District Faculty Association will select two faculty members.
  - d. The California School Employees Association Chapter 586 (“CSEA”) will select two classified staff members.
  - e. Each duly formed Classified Senate will select one classified staff member for a total of two on the Search Committee.
  - f. The Police Officers Association (“POA”) will select one of its members.
  - g. Each ASG President will select one student for a total of two on the Search Committee.
  - h. The Board will select one community member.
2. EEO Representative: The EEO Representative shall be the Executive Director of Human Resources or designee. If questions or concerns arise, the EEO representative shall inform the Vice Chancellor. The EEO representative is a non-voting member.

B. Search Committee Orientation:

1. HR shall conduct an orientation meeting to explain roles, duties, expectations, timelines, and the rating process to the Search Committee members. At this time, the Search Committee will agree on the schedule. All members must also sign a *District Confidentiality and Conflict of Interest* statement that requires confidentiality in all aspects of the hiring process.
2. Duration: At the Orientation, the Search Committee shall determine the length of the interview.
3. Criteria: Before screening commences, the Search Committee shall establish, in writing, the criteria to be used in screening the applications and selecting the applicants to be interviewed. The screening criteria shall be job related, based on the position description, and based on the District hiring policy.
4. Method of Screening Evaluation: Prior to commencement of paper screening, the Search Committee shall decide upon the method of screening evaluation to

support participation of all Search Committee members in a discussion to select candidates for interview (Section V.F), using numerical ratings based on an agreed-upon rubric or qualitative notations and ranking.

5. Interview Questions: HR and/or the consultant(s) may provide sample questions at the request of the Chair for Search Committee consideration. All questions and other requirements must be kept confidential throughout the process. The Search Committee will develop and forward to HR and Board Designee for approval a list of interview questions to be asked of each candidate, as well as any exercise, presentation, or other requirements. The Search Committee will assign the value to be given to all interview components; questions, writing exercise, and presentation, if required. The finalized list of questions and weights of all interview components shall be provided to HR at least five (5) business days prior to the first scheduled interview.

All questions and other requirements shall be job-related and composed with the intent of evaluating the candidate's knowledge and abilities in relation to the minimum and desirable qualifications as published in the formal job announcement.

The list of questions and other requirements as described above must be approved by a majority vote of the Search Committee. The Vice Chancellor, or designee, reviews all Search Committee approved questions and other requirements, if applicable, to ensure compliance with District policies and regulations and state and federal laws and regulations, and must approve all interview questions and other requirements prior to the interview. The Vice Chancellor, or designee, may make editorial changes; however, if a particular question is deemed by the Vice Chancellor, or designee, to be in need of substantive changes, these changes will be made in consultation with the Chair. The Chair will be provided with the HR reviewed list of questions and other requirements if applicable at least 10 business days before the interview. The Chair will confirm that the questions are finalized prior to five days before interviews are held.

6. Participation: Search Committee members are expected to be available as necessary for Search Committee functions, to participate fully in all required meetings and related Search Committee responsibilities, and to complete screening functions in a timely manner. Any member who fails to complete screening in a timely manner, or who misses Search Committee meetings, may be subject to removal by the Board Designee after consultation with the Chair and HR. The scores or ratings of a Search Committee member who withdraws prematurely or is removed will not be counted in the uncompleted phase or section of the process.

In the event that a Search Committee member withdraws or is removed from the Search Committee prior to the screening process, the Board Designee may appoint a replacement member using the same criterion as was used to appoint the lost member (Section IV.A).

In the event that the Search Committee membership falls below the required minimum number of members, the Board Designee, after discussion with HR, shall determine whether to restart the hiring process, appoint a replacement Search Committee member, or continue the hiring process with fewer than the minimum number of Search Committee members. A replacement member can be appointed up until the screening process begins.

## V. SCREENING PROCESS

A. Determination of Application Completeness: HR will review applications for completeness prior to determining minimal qualifications. HR will send at least one informative email to candidates with incomplete applications, including the nature of the missing or incomplete materials, with a date by which to complete their materials.

B. Determination of Minimum Qualifications: HR will screen all applicants for minimum qualifications as specified in the official announcement before submission to the Search Committee, thereby determining applicants who will be paper screened and eligible for interviewing. The Chair has the option to be involved in the minimum qualification screening process. Assistance may be provided by the Consultant and/or the Board Designee.

C. Review of Application Materials: The review of application materials is completed online at the District's employment site by each individual committee member with the exception of the EEO Representative.

D. Evaluation of Application Materials (Screening): The Search Committee may not begin to review applications until the appropriate application period has elapsed. At the Orientation meeting or subsequent meeting, the Search Committee, in consultation with the HR Specialist, shall specify when the application materials shall be made available. In the case of an "open until filled" posting, if the Board Designee determines to extend the application period (Section III.C), the screening period shall be adjusted accordingly. During the screening process, Search Committee members may not download the files or save their contents, copy, or alter any material contained in the files, or append comments or marks. Notes on the candidate shall be kept in the Search Committee member's evaluation file, which will be maintained by HR.

E. Scoring: Each application shall receive an independent evaluation according to job-related criteria by each member of the Search Committee. The Search Committee members shall evaluate each applicant on the appropriate forms or online as instructed by HR.

F. Recommendation of Candidates for Interview - Ranked: The Search Committee will convene to discuss the screening evaluations. If the Search Committee decides to use rating scores, these will be used to develop a draft ranked list. If the Search Committee decides to use a qualitative or non-numerical methodology, each committee member shall present and discuss the applicants they would recommend for interview.

When all candidates of interest have been identified, either by score or by presentation, the Search Committee shall have the opportunity to discuss the merits of the identified candidates and agree upon the names of candidates to be interviewed. If, in the case of

recorded numerical scores, any Search Committee member wishes to adjust their score, this request shall be honored so that the record reflects the final disposition of the member's evaluation. The final ranked list may differ from the initial draft list, based on committee discussion. HR will use this final ranked list to contact candidates for interviews. The Chair will send the list of the candidates to be interviewed to HR immediately after the meeting.

G. Internal Applicants: HR shall notify any internal applicants who did not receive an interview.

H. Interview Scheduling: HR or the Consultant, if so contracted, shall schedule selected candidates for a first-level interview, according to the schedule adopted by the Search Committee, giving them at least seven business days' notice of the interview, and affording each sufficient time for interviews of approximately equal length. Exceptions to the seven-day notice may be granted by the Board Designee.

I. Travel Reimbursement: Reimbursement claims must be submitted no later than 30 days after the interview. Any reimbursement claim is limited to standard District reimbursement guidelines and shall not exceed \$2,000. Exceptions may be granted by the Board Designee.

## VI. INTERVIEW PROCESS

A. Materials: At the beginning of each interview meeting, the applicant's files shall be made available to the Search Committee, along with the appropriate HR forms. Each member of the Search Committee will receive a schedule of interviews and the interview questions.

B. Site: The Chair will inform HR of any special interview needs. After consultation with the Chair, the HR Specialist will make arrangements for the interview location. The Board Designee and/or Consultant may coordinate an alternate off-campus site location for the interview location.

C. Set Time: Each applicant shall be afforded the opportunity to have an interview of approximately equal length.

D. Review of Interview Questions: The Search Committee shall determine whether candidates will have the opportunity to review the interview questions and the time allotted for the question review in advance of their interview. Answers to core questions should reveal attitudes towards the job, appropriateness of education and experience, competency in the field, extent of responsibility, and philosophical orientation with respect to the functions involved in the position.

E. Supplemental Interview Assessment: The candidate may be asked to provide one or more interview assignments such as a writing exercise or presentation, in response to questions provided to the candidate by the Search Committee before the interview.

F. Interview Questions: Each candidate will be asked the same interview questions in the same order.

1. During the interview, follow-up questions may be asked to clarify or further investigate a response given by a candidate; by their nature, these may differ for individual candidates, as appropriate to ensure that each candidate is given the

opportunity to clarify or expand an answer. Follow-up questions should be asked in a manner that maintains consistent standards of candidate evaluation throughout the interview process. If, in the judgment of the EEO Representative, a follow-up question violates standards of non-discrimination, the EEO Representative will direct the candidate to disregard the question.

2. Any question by the candidate pertaining to conditions of employment, such as salary, benefits, or policy, must be referred to HR.

G. Group Discussion: Search Committee members shall be given an opportunity to discuss each applicant after each interview or wait until the end to discuss all applicants together. Comprehensive discussion shall not take place until all interviews are completed. No discussion of any candidate may take place unless the EEO Representative and all committee members are present. Search Committee members are encouraged to discuss candidates' fulfillment of job-related criteria in a candid and thorough manner, but shall not discuss specific numeric scores to be given to any candidate. The EEO Representative and Chair shall be responsible for ensuring that discussion is limited to job-related criteria based on the candidate's materials provided (application, resume, presentation, additional assessment assignments, etc.), and their interview.

H. Score: Each Search Committee member is responsible for exercising their independent judgment in rating each candidate. The use of a progressive scoring model is permissible, if agreed to, by the Search Committee and the scoring model has been reviewed and approved by the Vice Chancellor. Following the Search Committee's discussion of the candidates, each Search Committee member shall independently rate each candidate using the appropriate form provided by HR. At the conclusion of the interviews and any subsequent discussion, each Search Committee member shall enter a final interview score for each candidate, and then calculate the final total score from the appropriately weighted interview components' scores. HR will verify and compile final scores for all candidates.

I. First Level Background Checks: HR to provide internet search or other publicly available information subject to approval by legal counsel to the Search Committee prior to their final deliberation / recommendations of finalists.

J. Selection of Finalists: After the conclusion of interviews, the Chair shall facilitate the discussion to determine which candidates the Search Committee agrees should be forwarded to the next level of the recruitment process:

1. After the Search Committee has deliberated and arrived at a list of candidates potentially viable to be forwarded to second level interview, HR and/or the Consultant shall perform an initial background check of the candidates selected for further consideration. This information shall be shared with the Search Committee. This information should include at a minimum:

- a. Information from contacted references
- b. Relationships to candidate of references
- c. Validated information from other sources
- d. Internet searches or other public information

Individual Search Committee members are prohibited from doing their own internet searches.

2. Following further deliberation, including the disclosures listed above, the Search Committee shall agree upon the number of applicants to be recommended for the second level for final interviews.

- a. The Search Committee shall attempt to forward at least five (5) finalists for second level interviews based upon Search Committee consensus.
- b. However, if in the Search Committee's determination, according to the process described above, there are fewer than five (5) qualified candidates, the Search Committee may forward no fewer than three finalists. If the Search Committee cannot agree upon at least three finalists, the Chair will notify the Board Designee to determine whether the Board of Trustees will accept fewer than three finalists. If the Board of Trustees will not accept fewer than three finalists, then it will be deemed a failed search.
- c. Any candidate forwarded for a second-level interview is recommended for employment without reservation by the Search Committee.

## VII. REFERENCE CHECKS

A. Timing: Official reference checks, in accordance with HR Guidelines, will be performed prior to or simultaneously with the submission of the recommended candidates to the Board Designee for second level interviews. Reference checks may be conducted by a consultant.

B. Required Professional References: Each applicant will be asked to provide at least six references as determined by the Board Designee when composing the announcement, for example:

1. Current supervisor(s);
2. Previous supervisor (from the past five years);
3. Colleague/co-worker who can address professional competency and appropriate practical skills;
4. Faculty references / academic senate;
5. Leadership group(s) representative(s); and
6. Classified staff.

If the individual provided as a reference is unavailable, or if the candidate fails to provide sufficient references, HR or the Consultant, in consultation with the Chair, may request additional references from the candidate.

C. Reference Contacts: HR, the Board Designee, and/or the Search Consultant, will conduct the reference checks and record the information. Reference checking may include deeper level of background checking and examination of public records and information.

Each reference for each finalist may be asked similar questions about that finalist, and shall be asked whether they can recommend the finalist in question without reservation, and, if not, to specify these reservations. Additional appropriate questions may be allowed based on the context of each candidate's specific background or experience, as well as the relationship between the candidate and the reference. The reference checker(s) shall ask no question that is impermissible under applicable laws prohibiting discrimination in employment, or that seeks information unrelated to the qualifications for the position.

VIII. SECOND-LEVEL INTERVIEW

A. Finalists: The Board shall be provided a list of finalists and a report of candidates' evaluations by the Search Committee.

B. Second-level Interview: The Board will interview the finalists for the position. The Search Committee Chair and the Vice Chancellor, serving as the EEO representative, shall be present at the second-level interview. The Board may invite the Board Designee in the interview process. The Consultant may assist in this process, if desired by the Board.

C. Second-level Interview Schedule: Finalists shall be given at least five (5) business days' notice of the interview. Additional sessions for finalists may be scheduled such as public forums, interviews with different constituent groups, and/or campus tours. Evaluation forms from these additional sessions will be provided to the Board and taken into account before the final decision is made.

D. Content: The Board may ask any job-related questions, may ask follow-up questions, and may ask for clarification of ambiguous or unclear answers. The Vice Chancellor or designee must review any questions, exercises, or other requirements prior to the interview to ensure compliance with District policies and regulations; and state and federal laws and regulations. The Board may have informal unscripted discussions with the candidates, as well.

E. Substantially Similar Interviews: Although variations are permitted throughout the interview process, the Board shall give each candidate a substantially similar interview of approximately the same duration, involving the same segments and exercises.

F. Consultation: The Board may consult with the Board Designee, Chair, and Consultant after the second-level interviews and before any offer of employment is made.

G. Follow Up Interviews: The Board may choose to have follow up interviews with one or more of the finalists.

H. Board Reference Checks: The Board may request further, more in depth reference and background checks at any point during the recruitment. The Board and/or members of the Search Committee, at the request of the Board, may conduct site visits.

I. Recommendation for Appointment: Upon selection of a candidate by the Board, the Vice Chancellor shall make the initial offer of employment.. Contract negotiations will be coordinated with the Board President and the Vice Chancellor. The appointment will not be considered final until there is a fully executed employment agreement and the Board, at a regularly scheduled Board meeting, has ratified the agreement.

*References:*

*California Code of Regulations, Title 5, Section 53000 et seq.  
Accreditation Standard IV.C.3*

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