

Policy on Search & Screen Process for Upper-Level Management Positions

The following sets of procedures are to be utilized when the College begins a recruitment and selection process for a vice president or school dean-level position (Management Grade 37 or higher). These procedures should be used in coordination with the existing recruitment processes prescribed by the Human Resources department.

I. Personnel Requisition and Authorization to Begin the Recruitment Process:

- A. To begin the process of filling an existing vacancy, the Human Resources Department must have an approved, completed Personnel Requisition form within the College's applicant portal system and a current job description.
- B. The Board of Trustees has established a policy whereby they must grant the administration permission to recruit for Management positions Grade 37 or higher. No recruitment or selection can occur before the approval of the Board of Trustees. The Personnel Committee of the Board of Trustees will review the updated job description, the rationale for filling the position, and the administration's projected starting salary (generally a starting salary range) for the successful candidate.

II. Recruitment:

- A. The President's Cabinet has established a procedure whereby the College will advertise job openings for all professional level faculty positions. For upper-level management positions, the College will advertise in the multiple media sources which may include but is not limited to the Chronicle of Higher Education, Higher Ed Jobs, or Indeed. In addition, all job openings will be posted on the College's applicant portal system.
- B. The College will provide a minimum of at least three work weeks from the date of the latest advertisement for potential candidates to apply before an offer can be extended to either an internal or external candidate.
- C. Applicants will be required to submit a cover letter, resume, and a list of three (3) professional references.
- D. The College will reimburse candidates selected for interviews for the cost of travel, lodging, and meals.
- E. During each stage of the recruitment process, and upon consultation with the Vice President of Human Resources and Labor Relations the number of recruitment sites may be enhanced in order to permit more targeted marketing in national and specialty industry publications, to allow for the most diverse, equitable and inclusive recruitment strategy possible. From time to time the College may make a recommendation to enlist the services of a specialized search or recruitment firm, subject to review and approval of the President and Board of Trustees when applicable.

III. Selection:

- A. The initial review of applicants will be conducted by a Search Committee. The Search Committee will be formed by the administrator to whom the vacant position reports. The Committee will be comprised of 4 to 6 employees and should represent different divisions of the College. The Committee is responsible for interviewing and recommending at least three (3) qualified candidates to the supervising administrator for consideration. The membership of the Search Committee may be expanded or revised to

ensure a diverse, equitable and inclusive committee. The Chair of the Search Committee shall be the administrator to whom the vacant position reports and shall be the spokesperson for all committee business, the coordinator of Committee meetings, timelines, and work, and the liaison to the Vice President of Human Resources and Labor Relations.

- B. Before inviting applicants to the campus for interviews, it is suggested that the Search Committee conduct preliminary screening of potential interviewees. The Search Committee can contact possible interviewees by phone, video conference, in-person or other means, to review some or all of the following areas:
 - 1. Confirm most recent job experience.
 - 2. Confirm the candidate's ability to meet the minimum qualifications for the position.
 - 3. Review availability for the position.
 - 4. Determine whether the candidates' salary expectations are within the College's parameters.
 - 5. Determine whether the Search Committee can contact references or another person at the existing job site. Some candidates may wish to have their application be kept confidential at the initial stages of the selection process.
- C. As part of their review, the Search Committee will conduct interviews, check references, and consider the applicant's work experience and credentials. The Committee will then recommend, without any ranking, at least three candidates to the supervising administrator.
- D. The supervising administrator will interview the recommended candidates and conduct other background checks as part of their review process. The supervising administrator may request to add an applicant to the list of candidates, or remove an applicant from the list to be interviewed. These measures are intended to ensure that all promising candidates, including those from traditionally underrepresented groups, are considered, and that semi-finalist and finalist candidates meet acceptable standards for future consideration.
- E. Upon selecting a candidate, the supervising administrator will work with the Vice President of Human Resources and Labor Relations to determine a recommended starting salary.
- F. Recommended candidates must be reviewed with the President before any offer can be made.
- G. At the discretion of the President, candidates for positions that have significant interaction with the Board, may be requested to meet with the Board of Trustees or a committee of the Board of Trustees.

IV. The Offer and Board Appointment

- A. It is imperative that the candidate is informed that the final authority to appoint and set anyone's salary rests with the Board of Trustees. No appointment is final until the Board of Trustees approves it. Therefore, any offer of employment, salary, starting date, etc. is contingent upon the approval of the Board of Trustees.
- B. Besides discussing salary with the recommended candidate, there may be several other pieces of information that the candidate may wish to consider. Benefits are a significant portion of the College's compensation package. The Human Resources Department is

- available to review the benefit package with the recommended candidate.
- C. Recommended candidates cannot begin work until after the Board has approved the person's appointment.