AP 7120E Recruitment and Selection of Vice Presidents

Reference:

Education Code Sections 87100 et seq.; 87400; 88003;
Accreditation Standard III.A

1. Purpose and Guiding Principles
    a. The purpose of this procedure is to establish a fair, equitable, consistent, and transparent process for the recruitment and selection of Vice Presidents of the Santa Clarita Community College ("District"). The process is intended to identify highly qualified leaders who support student learning and success, institutional effectiveness, collegial consultation, and the District's mission and strategic priorities.
    b. Recruitment and selection shall be conducted in accordance with applicable law, the District's Equal Employment Opportunity (EEO) Plan, Board Polices and Administrative Procedures, and the principles of equal opportunity, nondiscrimination and elimination of bias.
    c. Broad constituent participation is an important component of the Vice President selection process. The screening committee serves in an advisory role by evaluating candidates against established job related criteria and forwarding qualified finalists to the Superintendent/President ("CEO"). The CEO retains responsibility for final selection and recommendations for appointments to the Board of Trustees.
    d. All participants shall protect the confidentiality and integrity of the process. Candidate information, committee deliberations, ratings, reference information, and other nonpublic recruitment materials shall not be disclosed except as authorized by Human Resources or required by law.

2. Importance of Diversity in the Hiring Process
    a. The Santa Clarita Community College District is committed to employing qualified employees who are dedicated to student learning and success. The Board recognizes that diversity in the workplace fosters awareness, promotes mutual understanding and respect, and provides role models for all students. The Board is committed to hiring and staff development processes that support the goals of equal opportunity and diversity and provide consideration for all qualified candidates. The District will follow all guidelines within the Equal Employment Opportunity plan.

3. Determination of Vacancy
    a. The CEO determines that a Vice President vacancy exists or that a new Vice President position is needed and, when required, seeks authorization from the Board of Trustees to initiate recruitment.

b. Human Resources shall establish the recruitment timeline in consultation with the CEO. The timeline may be adjusted when necessary to support an effective search, obtain an adequate applicant pool, address EEO concerns, or respond to operational needs.

4. Job Descriptions and Announcements

   a. The Human Resources Office, in consultation with the CEO and appropriate subject-matter experts, shall review or update the job description and develop the recruitment announcement.
   b. The announcement shall identify the essential duties and responsibilities; minimum qualifications; desirable qualifications; knowledge, skills, abilities, and leadership competencies; compensation and benefits; application requirements; conditions of employment; anticipated selection process; and the District's EEO and nondiscrimination statements.
   c. Selection criteria must be job related and refer to the approved job description and recruitment announcement. Desirable qualifications may be used as screening criteria when they are directly related to the duties and responsibilities for the position.
   d. The announcement shall advise applicants when the selection process may include supplemental questions, a writing sample, presentation, performance exercise, community forum, or other job related assessment.
   e. For positions designated as Educational Administrators, minimum qualifications shall be from applicable Education Code, Title 5, and State Chancellor's Office requirements. For Vice President positions not designated as Educational Administrators, the District may establish education, experience, licensure, certification, and leadership qualifications appropriate to the position.

5. Application Requirements

   a. Applicants will be required to submit the materials identified in the recruitment announcement by the stated deadline. Required materials may include a District application, cover letter, resume, transcripts when applicable, responses to supplemental questions, a Philosophy Statement and professional references.

   b. The District may require a list of professional references that includes individuals who have supervised the applicant, individuals who have reported to the applicant, and professional colleagues.

   c. Human Resources shall determine whether application materials are complete and timely and whether applicants meet the published minimum qualifications. Only applicants determined by Human Resources to meet the minimum qualifications shall be forwarded to the screening committee.

   d. Application forms and required materials may be revised by Human Resources as recruitment practices and operational needs evolve.

6. Recruitment and Applicant Pool

a. Human Resources will develop and coordinate a recruitment plan designed to attach a broad and qualified applicant pool. Recruitment will include California Colleges Career Connect, higher education publications, professional associations, diversity focused publications and organizations, professional networks, conferences, social media, and other appropriate recruitment sources.

b. The CEO may authorize the use of an executive search firm or other recruitment consultants. Use of a consultant does not eliminate the District's responsibility to follow applicable EEO recruitments or other selection process established by this procedure unless a specific modification is approved under Section 15 and must be coordinated through the Human Resources Office.

c. Once the position is advertised, screening committee members will not privately recruit, solicit, coach, endorse, discourage, or otherwise communicate with potential actual applicants about the position beyond providing general information public information. Position specific inquiries must be referred to Human Resources.

d. After the application deadline, the CHRO or designee shall review the breadth and depth of qualified applicant pool. If the pool is not adequate, the CHRO shall consult with the CEO regarding extending the recruitment, additional focused recruitment, revision and reposting of the position, postponement of the search, or other appropriate action.

7. Screening Committee Composition

a. The CEO and CHRO shall establish a screening committee that provides broad constituent representation, relevant subject matter or operational expertise, and diversity consistent with the District's EEO Plan.

b. Unless otherwise modified under Section 15, the screening committee shall consist of the following voting members:

i. Two Executive Cabinet members appointed by the CEO, one of which shall serve as the Screening Committee Chair;

ii. Classified Senate President or designee;

iii. CSEA President or designee;

iv. Academic Senate President or designee;

v. COCFA President or designee;

vi. AFT President or designee;

vii. Two non-Executive Cabinet administrators;

viii. Associated Student Government President or designee.

c. The CHRO or designee shall appoint a Screening Committee Representative ("SCR") to serve as the non-voting EEO process advisor. The SCR shall monitor the process for compliance, provide procedural guidance, and perform other duties assigned by Human Resources.

d. The CEO, in consultation with the CHRO, may appoint an internal or external subject-matter expert, community representative, or other individual when additional expertise or perspective would assist the search. The appointment shall occur before applications screening begins whenever practicable, and Human Resources shall determine whether the individual will serve as a voting or non-voting member.

e. Constituent groups shall be provided with a reasonable deadline established by Human Resources to identify their representative. If a constituent group does not appoint a representative by the deadline, the CEO and CHRO may proceed with the committee as constituted or request an alternative representative.

f. The CHRO shall address conflicts of interest, impartiality concerns, or other challenges to a member's participation. A member may be removed when continued service could compromise the fairness, integrity, confidentiality, or timely completion of the process.

8. Committee Service, EEO Training, Confidentiality, and Conflicts of Interest

a. All committee members must complete District required EEO training within the period established by the District before participating in screening or interviews.

b. Before reviewing candidate materials, each member shall participate in in the committee orientation and sign the District's confidentiality and conflict of interest form.

c. Members must disclose actual or potential conflicts of interest, personal or professional relationships with applicants, or other circumstances that could reasonably affect impartiality. Human Resources shall determine whether recusal, replacement, or other corrective measures are required.

d. Committee members are expected to participate in the entire phase of the process . A member who misses candidate interviews may not score or deliberate on candidates they did not observe. Human Resources will determine whether the member may continue participating in later phases.

e. If a committee member misses the orientation for circumstances out of their control or a committee member needs to be replaced after the orientation meeting has been held, every effort will be made to provide an individual orientation for that committee member.

f. Violations of confidentiality, unauthorized candidate contact, unlawful or

unethical bias, consideration of information not revealed by the application materials, manipulation of scores, or other process misconduct may result in removal from the committee and may cause Human Resources to pause, correct, or invalidate all or part of the recruitment.

9. Screening Committee Orientation and Responsibilities

    a. At orientation, Human Resources and the Screening Committee will review the procedure and establish the committee's work. The committee will:

        i. Review the job description, recruitment announcement, minimum and desirable qualifications, and position priorities;

        ii. Review EEO obligations, confidentiality, conflicts of interest, bias mitigation, and expectations for equitable treatment of candidates;

        iii. Develop or confirm job related application screening criteria and the weight of those criteria;

        iv. Develop or provide input on standardized interview questions, including questions addressing leadership, institutional effectiveness, and the candidate's ability to serve a diverse community college population;

        v. Develop or confirm job related presentations, writing samples, scenarios, or other assessments, including the scoring methodology for those assessments;

        vi. Discuss rating standards so that criteria are applied consistently while preserving each member's independent judgment;

        vii. Establish the interview schedule and candidate instructions; and

        viii. Confirm the process for deliberations and forwarding finalists.

    b. All screening criteria, interview questions, assessments, and scoring instruments are subject to review and approval by Human Resources before use.

10. Screening of Qualified Applications

    a. Each committee member will independently evaluate qualified applicants using the approved job related screening criteria and rating instrument. Committee members will evaluate only information contained in the application materials and may not conduct independent internet searches, informal reference checks, or other outside investigations of applicants.

    b. After independent scoring is completed, the committee will deliberate regarding the candidates' qualifications and determine which applicants will be invited to first level interviews. Members may revise their individual ratings after

discussion, but no member shall be pressured to change a rating to advantage or disadvantage a candidate.

c. The committee will make a good-faith effort to identify a meaningful group of candidates for interview based on the quality of the applicant pool rather than a predetermined number.

d. If the committee determines that the pool does not contain a sufficient number of qualified candidates to support a competitive process, the Chair and CHRO shall consult with the CEO regarding extension, additional recruitment, reposting, postponement, or termination of the search.

11. First-Level Interviews and Candidate Evaluation

a. Human Resources will coordinate candidate invitations and provide candidates with reasonable advance notice of interview requirements, including any presentation, writing sample, or other assessment.

b. All candidates interviewed at the same stage shall be provided a substantially equivalent interview experience. The same interview questions, time limits, scoring criteria, and required assessments will be used for each candidate.

c. Committee members will independently evaluate each candidate using the approved rating system. The SCR will monitor the interview process and may intervene when necessary to ensure consistency, appropriate questioning, time management, and compliance with District procedures.

d. All voting committee members who participate in scoring and deliberations must observe all candidates interviewed during that stage. Human Resources may determine an appropriate remedy when an emergency or other extenuating circumstance prevents a member from completing all interviews.

e. Candidates may be required to complete a job related presentation, writing sample, scenarios, or other performance assessments when identified in the recruitment process.

12. Deliberations and Selection of Finalists

a. After all first-level interviews are completed, Human Resources will compile the ratings for use during deliberations. The Screening Committee Chair will facilitate a discussion of each candidate's demonstrated qualifications, strengths, areas of concern, and overall alignment with the published criteria.

b. The committee will forward an unranked list of the strongest qualified candidates to the CEO for final consideration.

c. If the committee recommends no finalists, the search shall be considered unsuccessful. The CEO and CHRO will determine whether to readvertise, revise

the recruitment, or postpone filling the position.

d. The screening committee's role ends, except for their duty of confidentiality, after finalists are forwarded unless the CEO or CHRO requests the committee to reconvene for a specific reason.

13. Finalist Community Forums

a. Vice President finalist will typically participate in a District community forum or comparable campus wide engagement process before final selection; however, the CEO may determine that a community forum or comparable process will not be conducted based on the recruitment. The recruitment announcement should advise applicants when a public forum is anticipated.

b. Human Resources, in consultation with the CEO, will establish the forum format, questions, time limits, and feedback responses. Each finalist shall be provided with a substantially equivalent form of experience.

c. Forum participants may provide structured feedback related to the published qualifications and leadership expectations of the position. Forum feedback is advisory, is not a vote, and does not replace the screening committee's evaluation or the CEO's final selection authority.

d. Human Resources shall determine how finalist information is released and shall ensure that any public disclosure is consistent with applicable law and the recruitment process.

14. Final Interviews and Selection

a. The CEO will conduct final interviews of all finalists forwarded for final consideration. The CEO may include the Screening Committee Chair, Executive Cabinet members, subject matter experts, or other individuals whose participation would assist in evaluating the finalists. To preserve consistency, the final interview participants should remain the same for all finalists to the greatest extent possible.

b. The CEO may consider the finalist's application materials, screening committee assessment, community forum feedback, reference information, and other information obtained through the District's selection process.

c. The CEO may select a finalist, decline to select any finalist, request additional review of candidates previously considered, or direct that the position be readvertised or the search postponed.

d. The CEO has final selection authority and recommendation to the Board of Trustees.

15. Modified Recruitment

a. The CEO and CHRO may approve a modification to the sequence of the process, when necessary, because of the size or characteristics of the applicant pool, use of an executive search firm, recruitment timing, operational necessity, or another legitimate business reason.

b. Any modification must preserve EEO compliance, job related evaluation criteria, consistency amongst candidates, appropriate constituent participation, and the CEO's final selection authority.

c. A material modification should be approved before the affected stage begins. Human Resources shall document the reason for the modification in the recruitment file.

d. This section does not authorize waivers of statutory minimum qualifications, EEO requirements, Board approval, or other legal obligations.

16. Reference and Employment Verification

a. Reference checks shall be conducted for the finalist or finalists identified by the CEO before a conditional offer is finalized. Human Resources shall establish the reference check process and approved questions.

b. Reference checks may include current or former supervisors, direct reports, colleagues, and other professional references identified by the applicant. Human Resources will also conduct employment verifications.

c. The CEO may authorize a qualified executive search firm or other consultant to conduct reference checks.

d. Reference information shall be documented and returned to Human Resources. Unauthorized or informal reference checking by committee members is prohibited.

e. Material concerns identified during reference checking may be considered by the CEO and CHRO in determining whether to proceed with a candidate, conduct additional verifications, consider another finalist, or discontinue the search.

17. Conditional Offer, Pre-Employment Requirements, and Board Action

a. Before an offer is communicated, Human Resources shall confirm salary placement and applicable terms and conditions of employment.

b. Only the CEO, CHRO, or an individual specifically authorized by Human Resources may communicate or negotiate an offer, compensation, benefits, start date, or other conditions of employment on behalf of the District.

c. Any offer shall be contingent upon completion of required pre-employment processes, which may include verification of education and employment,

criminal background clearance, tuberculosis clearance, medical examination when job related, and other requirements applicable to the position.

d. The selected candidate shall be recommended to the Board of Trustees for appointment or ratification as required by District policy and law. No representation should be made that employment is final before required approvals and conditions are completed.

e. Human Resources will notify unsuccessful candidates at the appropriate time and shall maintain the official recruitment record in accordance with District record retention requirements.

18. Process Integrity and Complaints

a. Human Resources is responsible for monitoring the recruitment and selection process and may pause a recruitment to investigate a reported irregularity or potential violation.

b. When Human Resources determines that a process violation occurred, the CHRO may require corrective action, remove a committee member, repeat an affected step in the process, reconvene the committee, or invalidate all or part of the recruitment when necessary to protect fairness, EEO compliance, or the integrity of the selection process.

c. Questions or complaints regarding the recruitment process shall be referred to Human Resources. Nothing in this policy limits rights or remedies available under applicable District complaint procedures or law.

19. Interim or Acting Vice President Appointments

a. Acting Vice President appointments may be made under a separate District process authorized by the CEO and CHRO.

b. When a Vice President position is filled through an internal interim recruitment, the recruitment may follow a streamlined selection process and is not required to include all components of the full recruitment process outlined in this procedure. Every effort will be made to ensure there is equitable representation from District stakeholders. The CEO, in collaboration with the CHRO, will determine the appropriate structure of the internal recruitment, including the composition and size of the screening or interview committee, recruitment timeline, interview process, and other recruitment activities. The process shall provide for an appropriate assessment of candidates' qualifications while recognizing that an internal recruitment does not require the same scope or structure as a full external recruitment.

Reviewed by CPC: 10-19-2026

Next Review Date: 10-19-2032