

**WESTERN NEBRASKA COMMUNITY COLLEGE  
POLICIES AND PROCEDURES**

SECTION: Board of Governors                   800.0000.79  
SUBSECTION: Employment of College President       845.0000.00

*Selecting and Hiring the College President*  
**Policy Number: 845.0100.05**

**POLICY**

The selection of the President is one of the most important functions of the Board of Governors, to be pursued with clearly defined procedures that will ensure the selection of a successful, capable, effective chief executive officer who contributes to the institution as a whole.

The hiring process must facilitate the selection of an individual who:

- 1) has demonstrated leadership qualities and possesses necessary knowledge and expertise;
- 2) has a demonstrated commitment to shared governance;
- 3) is sensitive to diversity within the District; and
- 4) is well prepared by training and temperament to respond effectively to educational needs of the populations served.

The hiring process will reflect Board representation, participation and input. The responsibility for screening a well-qualified president is shared cooperatively by the Board, administration, faculty, staff, and community. The Board shall have ultimate responsibility to appoint the President.

The decision to hire a President shall be announced at a Regular Board meeting by the Board.

Special requests may be submitted for the recruitment process. Special requests may fall into several categories and require authorization by the Board. Some examples of special requests include, but are not limited to:

- 1) Contracting with a search consultant to assist and/or facilitate the process for a comprehensive search or specific parts of a search such as job profile development, recruitment, screening of applicants, the interview process, reference reports and assisting in the coordination of the hiring process;
- 2) Conducting appropriate searches; or
- 3) Requiring supplemental application materials beyond those specified in this policy;
- 4) The Board may actively participate in the recruiting process by recruiting candidates for these positions.

The job description profile shall be developed by the Chief Human Resources Officer with appropriate input from the Board, the incumbent President, and/or College staff. The completed position profile will be forwarded by the Board for approval.

The profile shall include major duties of the position, minimum qualifications for the position, and desirable qualifications. The qualifications shall include the minimum qualifications for service as required by law and/or such other qualifications as required by the College. The desirable qualifications established for the position should be ones

which clearly render the applicant better able to perform the job but ones which are not required for satisfactory performance. Desirable qualifications must be bona fide occupational qualifications that are specific and directly reflective of the screening criteria to be utilized in the selection process.

The Screening and Interview Committee for the position of President shall be comprised of the following:

- 1) three Board representatives, selected by the Board, of which one shall be appointed as Chairman of the Screening and Interview Committee (three total);
- 2) one representative, from the President's Executive Team, selected by the President's Executive Team (one total);
- 3) one representative, from the mid-level administrator group, selected by the consolidated mid-level administrator group (one total).
- 4) one representative, from the faculty of each site, selected by the faculty from each college site (three total);
- 5) one representative, from the faculty at-large, selected by the consolidated faculty (one total);
- 6) one representative, from the support staff group, selected by the consolidated support staff group (one total);
- 7) one representative, from the consolidated student governments, selected by the consolidated student governments (one total);
- 8) five community representatives, one representative from each WCCA election district, selected by the Board (five total);
- 9) two community representatives, from the WCCA at-large district, selected by the Board (two total); and
- 10) one non-voting representative College Equal Opportunity Officer/Chief Human Resources Officer (one total).

The Chair of the Screening and Interview Committee for the position of President shall be appointed by the Board.

The initial meeting of the Screening and Interview Committee shall be convened by the chair or a person designated to convene the first meeting. The decision-making process and the level of agreement required to act, particularly with respect to the selection of final candidates shall be by majority vote although the committee should always work first for consensus without objection. Consensus means two-thirds of the group supports, agrees to, or can live with, a particular decision because it was reached fairly and openly. Majority vote means fifty (50) percent plus one (1).

The Screening and Interview Committee shall evaluate candidates against the advertised job announcement.

Committee tasks include the following:

- 1) paper screening using established rating criteria;
- 2) developing interview questions and selection of interview rating sheet; and
- 3) developing any additional evaluative requirements for prospective applicants.

All committee tasks specified above shall be approved by the Chief Human Resources Officer or designee prior to consideration of applicant materials by the committee.

All committee members are required to participate in and agree to all aspects of the process, including, but not limited to, the following:

- 1) maintaining confidentiality and upholding the principles of ethical hiring practices;

- 2) training in the policies and procedures governing the hiring process;
- 3) developing the rating criteria;
- 4) developing protocol for performance tests;
- 5) evaluating and rating of candidates;
- 6) interviewing candidates; and
- 7) selecting final candidates.

By agreeing to serve, committee members are making an oral contract to maintain strict confidentiality throughout the entire hiring process. A committee member who fails to participate or compromises any aspect of the process may, at the discretion of the Committee Chair in consultation with the Chief Human Resources Officer and the Board Chairperson be removed from the committee.

The Screening and Interview Committee Chair or designee shall be responsible for the following:

- 1) compliance with College policies and procedures in conjunction with the hiring process
- 2) developing and obtaining committee meeting schedules;
- 3) convening and conducting committee meetings;
- 4) accommodating, where possible, the special and unique needs and time constraints of community and student members in the planning of committee meetings;
- 5) establishing time lines for screening, interviewing and coordination of candidate interviews;
- 6) communicating with applicants, as needed;
- 7) maintaining the committee records; and
- 8) other duties as determined by the Assistant to the President for Human Resources.

The Chair may be removed for nonperformance of duties specified in this section by mutual agreement of the Chairperson for the Board and a majority of committee members.

Equal Opportunity Officer shall ensure that no candidate is discriminated against or given preference in accordance with the College's Non-Discrimination Statement (Board policy #405.0100.14).

Additionally, the Equal Opportunity Officer or designee shall review the composition of the Screening and Interview Committee to ensure that the committee composition is representative. Such review and any requirement to modify or reconstitute the committee shall take into account the availability of appropriate representatives.

The Chief Human Resources Officer or designee will examine the application materials of each candidate for completeness and compliance with the minimum qualifications as set forth in the job description.

The Board may choose to utilize the services of a search consultant to assist the Screening and Interview Committee by partially screening down the applicant pool of the most qualified candidates. The Screening and Interview Committee Chair and at least one representative of the committee shall review the recommendations of the Search Consultant and be authorized to restore any candidate to the pool to be reviewed by the Screening and Interview Committee.

After completion of the initial paper screening, the candidates remaining in the applicant pool shall be independently rated by each member of the Screening and Interview Committee. The committee will then meet to discuss the ratings and evaluate the merits of the candidates to determine if there is an adequate pool of qualified candidates to continue the selection process. If the pool is deemed adequate by consensus of the committee, the committee shall proceed with the selection of candidates for interview. If the pool is deemed inadequate by consensus of the committee, the Board will decide on the next action to be taken.

Once the candidates to be interviewed have been identified, the Committee Chair or designee shall establish an interview schedule and arrange with the Assistant to the President for Human Resources for notification of each candidate to be interviewed. Each candidate will receive a confirmation letter with details on interview procedures and a package of appropriate College documents and materials. Those candidates not selected for an interview will be notified by the Chief Human Resources Officer.

The circumstances of each interview and performance test, if conducted, shall be the same for each candidate. During and/or at the conclusion of each interview and performance test, each committee member shall independently complete the appropriate rating sheet and assign the candidate an overall rating. Committee members shall avoid any discussion of ratings, rankings, or recommendations of the candidates until all interviews and performance tests have been completed, independent ratings have been completed by each committee member; and each committee member has independently determined the candidates he/she would recommend for final consideration.

The Committee Chair or designee shall summarize the recommendations and lead discussion that shall focus on the strengths and weaknesses of the candidates. After discussion, the committee shall make a determination of the finalists.

The Chief Human Resources Officer or designee shall conduct reference checks of each of the candidates recommended which shall include investigation of professional experience and personal qualities relevant to performance in the position. Preliminary reference checks may be conducted on all candidates prior to the scheduled interviews.

The committee shall submit a list of candidates as appropriate to the Board for final consideration. Typically, three to five unranked candidates shall be submitted. Board action may include any of the following:

- 1) interview just the candidates forwarded by the Screening and Interview Committee;
- 2) select additional candidates for further consideration from the list of candidates interviewed by the committee;
- 3) request that the committee interview additional candidates not interviewed in the first round; or
- 4) re-open the search.

The Board shall review the recommendations of the Screening and Interview Committee as well as the qualifications and comprehensive reference checks of the finalists. The Board shall interview candidates.

At any stage in the process of selecting a finalist, the Board may require the finalist(s) to undergo an assessment of specific skills and competencies administered by an outside agency or consulting firm.

Site visits may be conducted on Presidential finalists. The Board shall determine the composition of the visiting team. The team may include one or more members of the Screening and Interview Committee and Board representatives. The team will report to the Board.

The Board Chairperson will review the reports of site visitations and make a recommendation to the Board. If the Board rejects the recommendations, other candidates may be considered or the search reopened.

Upon authorization/ratification of the Board, the Chairperson or his/her designee shall notify and make an offer to the candidate. The Board Chairperson will confirm the candidate's acceptance or declination of the position at the next Regular Board meeting.

**DEFINITIONS**

N/A

**APPLICABILITY**

N/A

**Adoption Date:** 2005

**Revision Date (and Board of Governors' Minutes Item Number):**

**Prior Policy/Procedure Number:**

**Schedule for Review:**

**Divisions/Department Responsible for Review and Update:**

**Sponsoring Division/Department:**

**Rescinded Date:**

**Cross Reference:**

**Procedure(s) for Policy:**

**Related Policies/References:** Non-Discrimination Statement Policy 405.0100.14