



Presidential Selection Process Overview

There are few institutional activities that are more important than selecting the right leadership. Therefore, participating in the selection of a new president is one of the most important responsibilities of a Local College Board. The process that is designed and executed within the Virginia Community College System (VCCS) is a time-tested, collaborative, professional, inclusive, and effective process. The timeframe for selection is about four to six months in length. There is an emphasis on quality outcomes in deference to a speedy search. The selection process consists of the following steps:

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| I. Vacancy Announcement | VI. Certification |
| II. President Interim | VII. Campus and Community Interviews |
| III. Initiating the Search | VIII. Announcement of Selection |
| IV. Recruiting and Interviewing | IX. Closing the Search |
| V. Systems-Level Interviews | |

I. Vacancy Announcement: A search is initiated when the Chancellor of the VCCS announces the departure of a College president. The State Board for Community Colleges delegates the authority and responsibility to carry out the presidential selection process to the Chancellor. The Chancellor will meet with and charge representatives of the Local College Board. This act starts the official selection process as the Chancellor establishes the expectations for the conduct of the search.

II. President/Interim President: The Chancellor determines and communicates to the State Board for Community College if an interim president is needed while the presidential search is being undertaken. Interim presidents are not allowed to become applicants for the position of president where they serve as an interim. Neither the departing president nor the interim president of the college has a formal role in the selection and screening process. The president can provide assistance by facilitating the Local Board's involvement in the process. The president provides the office of the Associate Vice Chancellor for Human Resources access to campus personnel who will participate in the selection process. The president also will designate a Staff Assistant who will provide campus-based administrative and logistical support for the search.

III. Initiating the Search: The Local College Board holds a critical role in the selection of a president. After the Chancellor's charge to the Board, the Local College Board leads the community in defining three to five institutional priorities for the community college's future years. Input is gathered from the entire campus and college community. These goals describe the college's priorities, challenges, and opportunities, as well as they help to establish a strategic direction for the college. This information is used to attract and inform community college leaders during a nationally advertised search. The advertising and recruitment process will usually generate as many as 100 candidates. Sufficient time is allowed for a nationwide search, an evaluation of candidates, a minimum of two levels of interviews, and an extensive reference and background check process.

IV. Recruiting and Interviewing: The position description and salary range is posted in multiple venues suitable to attract the credentialed talent necessary for filling this presidential position. The Chancellor, the VCCS HR department, fellow college presidents, and others also undertake a comprehensive recruitment campaign to identify proven leaders within higher education. *Key factors in the recruitment effort includes diversity recruitment. An external search firm is sometimes engaged to*

assist with the cultivation of candidates to extend our recruiting efforts. The selection criteria typically are derived from the responsibilities of College presidents in the VCCS policy manual, the priorities established by the Local College Board, elements noted in the advertisement, past practice, and any guidance provided by the Chancellor in his or her charge to the Presidential Screening Committee. Much of the work in this process will occur with the Associate Vice Chancellor for Human Resources working in concert with the Chancellor and the Presidential Screening Committee Chair. The Associate Vice Chancellor for Human Resources is a non-voting, ex-officio member of all presidential committees who serves as the secretary to the Committee and facilitates the conduct of the search process.

The Chancellor will appoint a Presidential Screening Committee which will consist of approximately ten members representing a broad constituency within VCCS. The chair of the Presidential Screening Committee will be a VCCS president and the co-chair will be a second VCCS president. Three members of the College's Local Board will be members of the committee and should preferably be the Board's Chair, Vice Chair, and one other member—such as a past chair. The Chair of the Local College Board serves as the liaison between the Local Board and the Presidential Screening Committee. The Chair works with the Presidential Screening Committee Chair and the Associate Vice Chancellor for Human Resources to ensure the search and selection process is conducted in a professional manner.

The committee is charged with assisting the Chancellor in the selection of semifinalists for the position. The Screening Committee evaluates all applicants' written material, and meets in Richmond to deliberate and reach consensus on as many as 12 candidates who will be invited for System-level interviews.

V. System-Level Interviews: Eight to Twelve candidates will normally be invited for System-level interviews which are held over a 2-day interview period. The Chancellor, the Chancellor's Cabinet, and the Presidential Screening Committee will conduct 3 separate interviews with candidates. In addition to a slate of questions, the Presidential Screening Committee will typically require each candidate to make a presentation to the committee. The topic will be typical of that which would be expected of a president. The Presidential Screening Committee and the Chancellor's Cabinet each will recommend candidates for further consideration. The Chancellor will then select semi-finalists.

Next, the Chancellor engages an outside firm to conduct a thorough reference and background check on semi-finalist. This includes as many as 12-20 references, criminal history search, verification of degrees and licensures, and related investigations. The results of the candidates' background check will be used to determine which candidates should be considered further. The Chancellor will typically recommend two to four candidates to the State Board for certification as finalists.

VI. Certification: Each candidate certified by the State Board for Community Colleges is eligible to be chosen for the presidency. Upon certification, the Chancellor is delegated the authority to select from among the finalist the chosen candidate and to negotiate a contract for employment with consideration and recommendations from the Local College Board.

VII. Campus and Community Interviews: The Local Board Chair will lead and is responsible for the entire campus interview process. With direction from the Local College Board, representatives from faculty, administration, support staff, and students will participate in campus interviews of the finalists and will provide input about the finalists to the Local College Board. Campus interviews should include structured public town hall meetings, meetings with community leaders, college educational foundation members, and various other college constituencies. Nonetheless, since the Local College Board interview is a part of the College governance process, their interview is restricted to Local College Board members only. At the conclusion of campus and community interviews, the Local Board will recommend to the Chancellor their preferred candidate for selection.

VIII. Announcement of Selection: After the Chancellor has selected a finalist and negotiated a contract, a press release will be published announcing the name of the next president.

IX. Closing the Search: Official records of the search will be collected and maintained by the Associate Vice Chancellor for Human Resources including documents from the campus interviews which are compiled and forwarded as appropriate.