



Search Procedures for Superintendent/President

Things We Need To Consider

Board Report
March 2, 2012



Accreditation Standard IVB

- Section 1.j: The Governing Board and the Superintendent/President
- The governing board has the responsibility for selecting and evaluating the district/system chief administrator (most often known as the chancellor) in a multi-college district/system or the college chief administrator (most often known as the president) in the case of a single college. The Governing Board delegates full responsibility and authority to him/her to implement and administer board policies without Board interference and holds him/her accountable for the operation of the district/system or college, respectively. In multi-college districts/systems, the governing board establishes a clearly defined policy for selecting and evaluating the presidents of the colleges.



Selection and Evaluation of the Superintendent/President

- In accordance with Board Policy 1007, the Board is responsible for the selection and appointment of the Superintendent/ President [IVB.1.j.1]. Prior to the selection of its current Superintendent/President, the Board had not established a formalized written process for the selection of the Superintendent/President. In 2006, the Board piloted a new process for the selection of the current Superintendent/President, which was composed of faculty, staff, administrators and community members, as well as outside consultants.



Search Process Steps

- Two open and public meetings were held after the previous President announced his retirement. These meetings were attended by faculty, staff, administrators, students and Trustees. The purpose of the meetings was to elicit characteristics that meeting participants desired in the next President.
- A committee consisting of faculty, staff, administrators and community members was convened by the Board of Trustees, and chaired by one of the Trustees to whom the task had been delegated.
- The list of desired characteristics generated during the public meetings was consolidated for inclusion in the position brochure
- The job notice brochure describing those characteristics as well as describing the college was prepared by the committee chair and approved by the committee. [IVB.1.j.1]
- Through an RFP process, the committee engaged an outside consultant whose job it was to facilitate the search process, recruit potential candidates, conduct reference checks and act as a resource.



Search Process Steps

Continued

- Monterey Peninsula College advertised the position, disseminated the brochure, and collected accepted applications for the position.
- The committee completed initial paper evaluations of the candidates presented by the consultant, culling the list down to ten semi-finalists, who were interviewed by the committee.
- The committee selected three finalists to forward to the Board of Trustees; one withdrew from consideration.
- The Board of Trustees interviewed the two remaining finalists. On the day of his/her on-campus interview, each finalist spoke at a public forum, which included an opportunity for attendees to ask questions of the candidate. Attendees were invited to provide feedback on the finalists.
- The consultant prepared in-depth reference checks on the finalists.
- A site visit team consisting of a diverse group of college constituents including Board members, staff, faculty and administrators visited the finalist's campus to obtain feedback from the staff about the candidate's merit to serve as president.
- On the basis of the candidate interviews, feedback from the public forum, reference checks and the site visit, one finalist was selected by the Trustees and offered the position.



2006 Committee Composition Total: 14

- 1 - Board Member
 - Committee Chair
 - (non-voting)
- 4 - Faculty
- 3 - Classified
- 1 - MSC
- 1 - Administrator
- 1 - Student
- 1 - Foundation Rep
- 1 - Community Rep
- 1 - EEO Rep
 - (non-voting)



2006 Desired Qualifications and Characteristics

- Inspire trust and confidence of the campus community and subscribe to a transparent administration
- Communicate effectively in a positive and collaborative manner, be flexible, a good listener and open to suggestions and criticisms
- Respect, value, and be committed to the utilization of shared governance
- Support an environment that encourages teamwork
- Balance the educational mission of the College with economic realities
- Value and actively pursue diversity
- Foster a positive image of MPC by actively representing the College in the community
- Commit to enhancing relationships with nearby post-secondary institutions and local school districts
- Develop and communicate a vision that anticipates the needs of MPC and moves the College forward



2006 Selected Strengths

- Staff, faculty and students
- Fiscally well-managed; 10% reserve
- Bond projects
- Available Fort Ord land



2006 Opportunities and Challenges

- High cost of housing
 - Declining high school enrollments
 - Ability to attract faculty and staff
- Escalating cost of construction
 - Revise priorities for refurbishment
- Fort Ord
 - Conveyance is too slow
- Community college funding
 - Support for Foundation
 - Find new revenue sources



Using A Consultant

- Services
 - Facilitate committee and Board discussions
 - Assist in developing selection process and calendar
 - Advise on brochure development and preparation of advertisements
 - Advise on recruitment sources; recruit applicants
 - Work with committee and Board to define screening and interview procedures and criteria
 - Assist in preparation of campus visits, if required
 - Conduct reference checks
 - Be available for phone consultations
 - Advise the Board on contract issues



Consultant Costs

- \$22,000 - \$30,000 plus expenses
- Can be less if full scope is not needed

Description	Fee
Organization, design, committee work	\$4,000.00
Recruitment	\$4,500.00
Preliminary reference checking, evaluation tools, screening and selection of finalists	\$4,000.00
In-depth reference checking, interviews, preparation of all evaluation tools (committee)	\$5,000.00
Evaluation tools, final Interviews, site visit, selection, contract, mutual expectations (Board)	\$4,500.00



2006 Consultant Calendar

- 3 weeks to submit RFQ
- 2 weeks to review submissions and conduct interviews
- 2-3 weeks to finalize selection, Board approval, contract preparation
- Total time: 2 months



Sample Search Calendars

Activity	Example 1	Example 2
Development of Materials, Ad Placement, Committee Appointments	March - April	May - June
Open Application Period	May 1 – July 2	July 1 – Sept. 6
Screening	July 8 - 29	Sept. 9 – 30
Notification of Interviewees	Week of July 29	Week of Sept. 30
Interviews	Week of Aug.13	Week of Oct. 14
Notification of Finalists	Week of Aug. 20	Week of Oct. 22
Open Forums; Board Interviews	Week of Sept. 2	Week of Nov. 4



Questions to Consider

- Confirm process – same as 2006 or modified?
- Use of a consultant and the scope of contract
- The job announcement – what does MPC need going forward?
 - Input from the campus community?
- Search calendar
- Desired appointment date