



**Maricopa County Community College District  
Governing Board Agenda  
January 25, 2016**

**vision** *A Community of Colleges—Colleges for the Community—working collectively and responsibly to meet the life-long learning needs of our diverse students and communities.*

**mission** *The Maricopa Community Colleges provide access to higher education for diverse students and communities. We focus on learning through: University Transfer Education, General Education, Developmental Education, Workforce Development, Student Development Services, Continuing Education, Community Education, Civic Responsibility, and Global Engagement.*

**EXECUTIVE SESSION**

5:30 p.m.

District Support Services Center | 2411 West 14th Street | Tempe, AZ 85281 | Governing Board Room—Second Floor

**CALL TO ORDER**

**APPROVAL TO GO INTO EXECUTIVE SESSION**

1. Discussion or consideration of appointment of Interim Chancellor—ARS §38-431.03.A.1

**EXECUTIVE SESSION**

**ADJOURNMENT**

**SPECIAL SESSION**

6:00 p.m.

District Support Services Center | 2411 West 14th Street | Tempe, AZ 85281 | Governing Board Room—Second Floor

**OBJECTIVES**

- DISCUSS MINIMUM QUALIFICATIONS FOR CHANCELLOR
- DISCUSS USE OF VETTED FIRMS FOR CHANCELLOR SEARCH
- APPROVAL ON SEARCH FIRM
- VOTE TO AUTHORIZE VICE CHANCELLOR FOR HUMAN RESOURCES TO MOVE FORWARD ON SEARCH PLAN

**CALL TO ORDER**

**CONFIRM QUALIFICATIONS AND JOB DESCRIPTION FOR CHANCELLOR**

**APPROVE SEARCH COMMITTEE CANDIDATES**

**DISCUSS AND VOTE ON SEARCH FIRM**

**AUTHORIZE THE VICE CHANCELLOR FOR HUMAN RESOURCES TO PROCEED WITH SEARCH PLAN**

**ACTION**

1. Approve Chancellor Search Plan and Search Firm

**ADJOURNMENT**

# ACTION ITEM

**Governing Board Agenda**

**Meeting Date:** January 25, 2016

<u>Item Number</u>	<u>Item Title</u>	<u>Responsible Agents</u>
1.0	Chancellor Search Plan And Search Firm	Board Chair Alfredo Gutierrez LaCoya Shelton-Johnson

**Recommendation**

In accordance with Governing Board Policy Type 3: **Board-Staff Relations**, wherein the Chancellor serves as the Board’s official connection to District Operations, it is recommended that the Governing Board approve the Chancellor Search Plan presented by the Vice Chancellor for Human Resources at the Governing Board Meeting held Tuesday, January 12, 2016. A copy of the Search Plan is attached to this action item.

It is also recommended that one of the four search firms that have been vetted through the purchasing process be utilized for this search.

**Justification**

The established search plan will provide structure for the Governing Board in its duties as it selects a new Chancellor.

The use of one of four search firms that have been previously vetted via the established procurement process is intended to expedite the search and selection process due to their familiarity with the Maricopa Community College District.

<b>Funding</b>	<b>Approvals/Certifications</b>
<p><u>Source:</u></p>  <p><u>Account Identification:</u></p>	<p>Chancellor _____</p> <p>Academic &amp; Student Affairs _____</p> <p>Business Services _____</p> <p>Human Resources _____ ITS _____</p> <p>Res Dev &amp; Cmty Relations _____</p> <p>College President _____</p>



# Chancellor Search

Prepared for Maricopa County Community College District Governing Board

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## Executive Profile

The Executive Profile is the tool used to describe the position, the key challenges and strategic priorities associated with it as well as the desired candidate attributes. It is a critical tool and serves as the anchor by which candidates are initially measured for qualifications. In addition to the above, (reflecting the needs of the position); the Executive Profile tells an enticing story about the opportunity and the institution.

Neglecting to define executive requirements carefully results in an increased probability of hiring the wrong executive.

Several methods are both ideal and recommended for gathering the essential information that will serve to inform the content of the Profile. These methods facilitate buy-in by allowing for broad stakeholder input and include:

- Holding a series of targeted discovery sessions, which will assist in the identification of:
  - The current challenges and opportunities facing the position and the system;
  - Expectations of the community
  - Leadership traits and characteristics conducive to driving workforce excellence and student success
- Discussion among the Board members to determine
  - Influence of the current four outcomes....what modifications, if any are necessary?
  - What are the experiences, skills and leadership behaviors necessary to lead Maricopa at this moment in the institution's history?
  - What are the long and short term strategic imperatives?
  - What are the key issues facing the college now and in the future?
  - What are the challenges and opportunities that will require the next Chancellor's attention?

The result is a Profile that is an up-to-date and accurate description of desired characteristics and experiences of the ideal candidate.

The profile provides the District and community with a clearly articulated statement of aspiration helping the search committee merge District-wide needs with candidate backgrounds, skills and expertise.

*See Appendix A for Chancellor Job Description*

## **Critical Components of Executive Searches**

Because higher education is a collaborative and collegial environment, it is accustomed to bringing talented minds together to make important decisions – it is the nature of the academy. And because the Chancellor position at the Maricopa Community Colleges has far reaching impact both internally and externally and there are invested stakeholder groups who will be interested in the ability to participate in some way in the search, it is important that any search support this need for inclusiveness. These numerous stakeholder groups include those internal to the Maricopa colleges and district and those outside the district – the community, business and industry, and supporters at large of the enterprise. It is possible to conduct the search with a small committee and complete it quickly while also taking care to consider the need to be inclusive. This participation should take place at the beginning of the search as the desired characteristics of the ideal candidate are developed and also at the final candidate stage of the search when stakeholder groups interact with finalists and offer feedback to the board on those interactions.

Any known desirable candidates should compete in the search along with other candidates. This protects the Board while serving its best interests and demonstrates a high level of professionalism. The process also protects the candidates and the system and tells the greater observing audience that the search has been conducted in a way that is rigorous and fair as this search will be watched locally, regionally and nationally.

### **Things to Avoid**

Politics – even the most self-aware among us can be unconsciously swayed by political considerations when hiring, particularly when hiring a successor, or in a situation where there is political sensitivity around the role. In such cases, it is wise to involve a truly objective third party with expertise in hiring and awareness of the specific issues to be sure the hiring process isn't being skewed towards a particular candidate or group.

Controversy – a controversial search process sets up what might be an otherwise exceptional hire for a difficult introduction to the District, saddling her/him with the task of mending fences that were damaged before she/he even took office.

Breaching confidentiality – jeopardizes the search process and can cause promising candidates to pull out of the process if they don't trust the professionalism of the players. Stakeholders may also respond disruptively to leaked information. We are dealing with people's livelihoods and we want to be respectful and careful.

Looking for / conducting candidate searches online – the search firm will conduct an exhaustive background check and review of content in the public domain of all candidates.

“Obligatory” appointments to the Chancellor position or search committee – candidates should be selected based on qualifications and members should be appointed based on the tenants of *Selecting a Search Committee*.

Note that no matter how well we plan or execute, there will be challenges. We can and will recover if we remain committed to the process that has been agreed upon. Also, understand that in such a momentous moment of institutional leadership change, it is important to recognize that stakeholder anxiety will sometimes be expressed unconstructively. We should assume the best intentions from all involved.

*See Appendix B for Legal Dos and Don'ts of Hiring*

### **Essential Components of a Successful Executive Search Process**

- Plan the Process
  - Determine structure and timeline
  - Engage search firm early (when applicable)
  - Select and search committee participants and other responsible parties at the beginning of the process
- Prepare for the Search
  - Brief the search team
  - Engage constituents in search, listen to feedback, incorporate and adjust profile
- Execute the Search
  - Screen (initial candidate screening)
  - Initial interviews
  - Select semi-finalists
  - Additional selection activities (i.e., public forums)
  - Final interviews (with key stakeholder groups, hiring authority)
  - Make selection
  - Conduct background check
- Selection & Negotiation
  - Extend offer to desired candidate
  - Identify and confirm start date
- After the Selection
  - Announce successful candidate
  - Create onboarding plan

## Selecting a Search Firm

Retained Executive Searches are research based and requires the proactive contacting of potentially qualified executives - regardless of their current employment situation. This ensures a thorough and comprehensive assessment of the executive talent market by engaging ideal candidates not actively job seeking.

The benefits of a retained search include:

- The ability to reach out to passive candidates (those highly qualified individuals who are not actively job searching).
- Offers protection to candidates in knowing that they are dealing with the District's official and contracted agent (or representative); thereby keeping the search confidential as candidates – particularly those who are not actively job searching - may not wish for their employer or communities to know unless and until they become a finalist.

*Search firm will:*

- Facilitate finalizing the Executive Job Profile (will serve as position announcement)
- Gather additional stakeholder input and facilitate process in partnership with search committee
- Work with Executive Search Liaison
- Target and recruit candidates
- Conduct initial screenings taking a comprehensive and holistic approach to candidate assessment
- Conduct in-depth reference and background checks including search of public domain
- Create comprehensive candidate profiles and provide materials to search committee and hiring authority (i.e., Governing Board)
- Remain available throughout the search to answer questions, gather additional information, meet with search committee and hiring authority (i.e., Governing Board)

In selecting a firm, consider:

- Strength of firm's scope of work (or proposal for competitive bid)
- Reputation and success rate
- Access to appropriate networks
- Knowledge of (or clearly stated need to understand) Maricopa culture and strategic imperatives
- Cost
  - Typically 30%–50% of first year's salary (industry average)
  - In addition to out-of-pocket expenses (i.e., travel for out of state candidates)
  - Contracted cost
    - Cost may decrease slightly if previous searches conducted for Maricopa by vendor within past 12 months

## Search Firms on Contract

- Association of Community College Trustees (ACCT)
  - ACCT is a non-profit educational organization of governing boards, representing more than 6,500 elected and appointed trustees who govern over 1,200 community, technical, and junior colleges in the United States and beyond. Located in Washington, D.C., ACCT is a major voice of community college trustees to the presidential administration, U.S. Congress, the Departments of Education and Labor and more.
  - Four to Five month search timeline.
  - Fee structure listed as “flexible”.
  
- Cizek Associates
  - Cizek recruits for Presidents and Chief Executives, COO, VPs, Directors and Senior Managers in most functional areas and across broad sectors of industry including higher education.
  - Cizek has a 13-step process for their searches.
  - Fees: The professional fee is one-third of the position’s first year’s guaranteed compensation. They may negotiate other terms, but they bill fees and expenses monthly with the first one-third due upon engagement. Expenses range from \$5,000-\$10,000. The fee is reduced to 27% upon a second engagement in the same 12 month period.
  
- Hockaday-Hartford
  - Three professions are assigned to work with Maricopa, all have experience conducting executive searches with community colleges and Governing Boards.
  - 10-16 week approach.
  - Fees: Presidential Search \$35,000, Vice Presidential Search \$25,000, additional expenses could amount up to \$4,000.
  
- Isaacson, Miller
  - Isaacson, Miller is a mission-driven business committed to the recruitment of powerful civic leaders who raise their own and their clients’ competitive aspirations.
  - Five phase approach to searches: 1. Understanding the challenge, 2. networking and screening of prospective candidates, 3. narrowing the field, 4. selecting finalists and checking references, and 5. the final choice.
  - Fees: retainer is one-third of the hired candidate’s total first year’s cash compensation, with a minimum of \$50,000. Direct and indirect reimbursable expenses: direct include travel, meals and lodging, advertising; indirect phone, fax, postage and delivery, printing and copying, and internal research and administration.

## Current Process

The search process currently used has been developed exclusively for the Maricopa Community Colleges (lead by Cizek and Associates) and has been successful across all searches for Vice Chancellors and College Presidents. Components of this process have also been used successfully for recent Vice President, Associate Vice Chancellor and Director searches. It takes into account the system's cultural desire for transparency, inclusiveness and rigor while protecting the identities of all applicants that do not become finalists – these qualities are benchmarks of Maricopa. The process used is detailed and comprehensive yet can be completed in a relatively short period of time (shortest timeframe is three months).

- Build the team - identify employees to serve as tri-chairs
- Select members of search committee
- Engage constituents in search, listen to feedback, adjust and finalize position profile
- Execute the search by building pool of highly qualified candidates (search firm)
  - Search firm conducts initial candidate screening and review of qualifications. Develops a list of the most qualified and provides to search committee
  - Search committee receives and reviews candidate profiles and information obtained by search firm – identifies semi-finalists to interview
  - Search committee interviews most qualified candidates (semi-finalists) and selects/identifies finalists
  - Finalist names and profiles forwarded to hiring authority
  - Hiring authority interview
  - Additional selection activities occur (includes, but does not have to be limited to:
    - Public forum
    - Internal and external stakeholder interviews
    - Internal and external stakeholder meet & greet
  - Outcome and feedback obtained from all selection activities provided to hiring authority for review
  - Selection made by hiring authority
  - Background check conducted
- Selection & Negotiation
  - Offer extended to desired candidate
  - Announcement is made
- After the Selection
  - Transition from current employer
  - Onboarding (the end of the beginning)

*See Appendix C for Expanded Process*

## The Search Committee

A well-constructed and effectively executed Chancellor search begins with instilling confidence in the institution's stakeholders. This will facilitate the search committee's work by establishing credibility. A smooth and effective search process depends on forming a highly competent group that has the experience, vision, strategic focus and interpersonal skills to execute the search plan successfully.

Each should bring excellent skills to the task at hand, instilling trust and credibility among the institution's constituent groups, work together cohesively and can sell the opportunity to candidates through enthusiasm and professionalism.

### *Search Committee*

As the public face of the institution during the search, the search committee represents the institution, as well as the interests of the Board and the community, to the candidates.

The search committee is empowered to identify and forward the candidates who are best for Maricopa. The committee:

- Exercises discretion and professionalism
- Protects confidentiality of applicants and the decision-making process;
- Participates fully and consistently;
- Agrees on method of decision making (consensus, majority vote, chair, etc.)
- Challenges conventional assumptions;
- Treats all candidates in a thoughtful and respectful manner;
- Sets aside biases and preconceptions in order to fully consider all those who may be qualified to assume the Chancellor role;
- Gives fair consideration to all applicants;
- Provides unranked (or ranked depending on Board's preference) list of top candidates
- Provides assessment of candidates' strengths/weaknesses;
- Remains available to meet with Governing Board to discuss selection as well as decision making processes;
- Is comfortable freely voicing their perspectives and speaking up if someone is making assumptions or influencing others inappropriately.

### **Search Committee Roles and Responsibilities**

#### *Executive Search Liaison - VCHR*

The Executive Search Liaison manages the executive search process and acts as the liaison for the committee chair, selection committee and search firm. The executive search liaison is typically the chief human resource officer or designee.

The executive search liaison manages the search in the following ways:

- Maintains the relationship with search firm, search committee chair, and selection committee and oversees the operational components of the search, i.e.,

- Invitations to search committee members and obtaining confirmation of acceptance
- Assisting with development of search activities and coordinating logistics of selection activities in tandem with search firm
- Providing information related to Maricopa policy, compensation details and other related processes
- Advising on the search strategy
- Coordinating presentation of information to Governing Board regarding finalists
- Assist with extending offer of employment and negotiation of the total compensation package
- Manages job offer acceptance, transition and onboarding processes

### *Search Committee Chair(s)*

The Search Committee Chair acts as the committee's facilitator, official spokesperson, and contact to the executive search liaison and search firm. The search committee chair calls and runs committee meetings and provides timely status reports, through the search firm, to keep the Board, the candidates, and the institutional community informed of the search's progress. The Chair must strike a balance between flexibility and firmness.

In this role the chair must communicate the committee's charge, articulate expectations for committee conduct, work appropriately with the search firm and executive search liaison to coordinate outreach efforts, manage communications with the District community, ensure compliance with state and federal laws and District policy, and facilitate discussion.

The Chair must be organized, articulate, discreet, and able to convey enthusiasm about the institution's mission and possibilities.

The committee chair will work in close partnership with the search firm and executive search liaison.

### ***Selection of Search Committee Members***

The Search Committee Chair is appointed by the Governing Board as a collective body or the Governing Board President. For the most effective, successful search, search committee members should meet the following criteria:

- Are key Stakeholders – vested interest in success of Community Colleges
- Have involvement in higher education and/or technical expertise in other areas such as budget/finance, human resources, fundraising and law
- Are essential business partners / influential members of business community
- Have knowledge / understanding of job role and position of Chancellor
- Are diverse - appropriately represent diversity of surrounding communities
- Represent the diversity of the community
- Representative of the Maricopa workforce community
- Have ability and willingness to keep the proceedings confidential
- Right mix of professionalism – ability to disagree without being disagreeable

## Proposed Chancellor Search Process

A search committee of five to eight members is recommended in order to keep the process moving fluidly. Very large committees tend to bog down the process. There are several other options for meaningfully engaging stakeholders in the search, such as public forums, additional interviews, meet and greets, the ability to provide online feedback; search committee membership is not the only tool. Search committee members should:

- Lend credibility to the process;
- Be representative of the community who are key stakeholders with a vested interest in success of community college system. Examples include business leaders or partners, donors or other friends of the District;
- Have current or previous relevant involvement in higher education and/or technical expertise in other areas such as budget/finance, human resources, fundraising and law
- Have knowledge and solid understanding of the job role / position of Chancellor
- Represent the diversity of the community
- Representative of the Maricopa workforce community –all of the institution’s constituencies are represented in some meaningful way
- Have the right mix of professionalism – ability to disagree without being disagreeable

### Timeline

2 weeks – discovery sessions and Position Profile development

1 month – advertising and recruitment

2 weeks – screening, evaluation and presentation of Interim Report (candidate profiles) by search firm

1 month – completion of semifinal and final candidate interviews, additional selection activities

### *Timeline Detail*

January 18 to 22 – Governing Board selects search firm, appoints Search Committee Chair

January 25 to 29 – Board finalizes executive profiles, search committee and timeline

- Discovery sessions also completed during this timeframe -

February 1 to 29 – Advertise and recruitment for position of the Chancellor

February 1 to 5 – Search committee launch meeting

February 8 to 26 – Search committee prepares for semi-finalist interviews

February 29 to March 11 – Search firm and search committee screen, evaluate

March 14 to March 16 – Select and schedule semi-finalist interviews (Spring Break 17-18)

March 21 to 25 – Semi-finalist interviews, Select finalists, make travel arrangements

March 28 to April 1 – Press release containing names of finalists

April 4 to 8 – Final Interviews, public forums, other selection activities

April 11 to 15 – Selection, Offer, Negotiation Acceptance

**Successful Candidate in 90 Total Days** (three months)

**Search Firm**

Recommend selecting from one of the four currently on contract. These firms have been thoroughly vetted and confirmed in their respective ability to meet the Executive Search needs of Maricopa. They have met District procurement and contracting guidelines. Their references have been verified and fee schedule set.

Specifically recommend retaining Cizek and Associates. This firm is locally based and has conducted many successful searches for College Presidents, Vice-Chancellors, Vice-Presidents, Associate Vice-Chancellors, Associate Vice Presidents and Directors with a 100% success rate. This firm has comprehensive knowledge of the Maricopa culture, current and historical priorities, challenges and strategic direction of the institution. They have also custom developed the search process for Maricopa that has proven successful and meets all essential components of conducting an effective, inclusive search.

## Key Decisions

### Key Decisions Needed to Move Forward

- Select search firm
- Accept or modify recommended search timeline and process
- Identify an Interim Chancellor
- Identify desirable characteristics and qualifications required for Chancellor role (search firm will complete Executive Profile, which will be used to attract and assess candidates)
- Determine compensation range (see *Compensation Comparator Matrix*)
- Decide upon parameters of the search
  - a. Internal / External / Local / National
  - b. How many finalists should be forwarded to the Board?
    - i. Typically three (3) candidates are identified as finalists
- Identify Search Committee Chair and search committee members
  - a. Determine whether Search Committee Chair will play a role in selection of additional search committee members

## Onboarding Best Practices

Effective onboarding ensures that the new Chancellor makes the best possible start in his/her new role in order to be fully supported and set up for success. Executives must get assimilated into the organization quickly, move the organization forward in meaningful ways and generate early, value-adding wins all at the same time. Onboarding typically encompasses a set of planned, comprehensive activities aimed at ensuring the executive is provided with the critical information, access to networks and key stakeholder necessary for the Chancellor role to be highly effective and successful at Maricopa.

### *Best Practices*

- Managing first impressions – Transition can overwhelm and overload people. Keeping attention focused on what’s most important helps build positive first impressions.
- Navigating the transition paradox – Career success brings confidence. But an executive who is overly confident may underestimate the novelty and complexity of challenges in a new role. As such, onboarding should include some degree of support such as a coach, mentor, or specialist to assist the new leader with the transition.
  - New leaders are expected to produce faster than ever before. Onboarding support helps leaders navigate the culture, build relationships, and understand their role and performance expectations while often reducing the time it takes leaders to become proficient in their new role.
- Optimizing the leadership moment – All eyes are on a new leader. He or she should be provided with information that will ensure all communication is succinct and on par with the interests of the institution.
- Conducting a situational analysis – Set leaders up for success by bringing to light perceptions, assumptions, misalignment, and areas that require more attention and clarity.
- Paving the way while honoring history – The imprint of predecessors lingers long after a leader moves into a new role. Leaders need the support to make the role their own thereby clearing the pathway to make their own unique contributions.
- Agile leader, agile organization – Handling the transition plan of a highly agile leader joining a less agile organization requires a very different approach as opposed to when agility levels are a match. Consideration of these factors is necessary in order to arrive at the best onboarding approach.
- Maintaining a global perspective – What works here may or may not work over there. As in all things, it pays to keep a global mindset when planning for executive transitions.
- Deliver desired results quickly – Achieving value-added results in the first few months will provide early wins to the leader and bolster support for their tenure.

## Appendix

### Appendix A: Chancellor Job Description

- Directs the implementation of the Governing Board Outcomes, Chancellor Limitations and Administrative Regulations that serve as the foundation for the strategic operations of the MCCC
- Prioritizes the implementation of the Board Outcomes Policies [**University Transfer Education and General Education; Workforce and Economic Development, Developmental Education, Community Development and Civic and Global Engagement**] and ensures that they are reflected in the budget.
- Identifies and implements systemic strategic administrative initiatives designed to position the MCCC as an innovative higher educational institution at the local and national levels.
- Establishes and maintains a systemic learning organization that promotes conditions that are fair, dignified and safe for students.
- Fosters a work environment that is in compliance with all federal and state laws, and that is safe, secure and conducive to the retention of a skilled and effective workforce. This includes continuity of operations planning and emergency preparedness, addressing unsafe working conditions or environmental concerns, and facilitating employee awareness of the procedures to follow in the event of an emergency.
- Promotes an integrated effort with District and College executives.
- Maintains effective working relationships with faculty and staff, external educational institutions and community leaders.
- Creates institutional mechanisms for public and constituent interactions that are fair, dignified and responsive.
- Engages in sound financial activities that protect the district from fiscal jeopardy while complying with local, state and federal laws. Ensures that actual expenditures are parallel to the Board's Outcome priorities.
- Maintains and protects institutional assets from unnecessary risk.
- Conducts Financial Planning and Budgeting within a fiscal period that is in alignment with the Board's Outcome Priorities, and is derived from a multi-year strategic operation plan.
- Implements an Employee Compensation and Benefits plan that complies with local, state and federal laws and that establishes the MCCC as a competitive higher education employer.
- Routinely communicates and provides counsel to the Board on institutional practices, activities and conditions.
- Operates with a succession plan to ensure the competent continuity of executive operations.
- Ensures that the institution operates with a Department of Public Safety.
- Develops and recommends systemic long and short term goals, objectives, organizational structure and staffing.
- Serves on national, regional and local committees and councils that serve to position the MCCC as a higher education leader and enhance the image of the district in the community.

- Adopts the employee personnel manual and oversees the final selection of personnel.
- Demonstrates systems-thinking when approaching issue resolution and management of daily college operations.
- Keeps up-to-date on technological developments, makes effective use of technology to achieve results; ensures access to and security of technology systems.
- Adopts the administrative regulations that guide the day to day operations of the MCCC.
- Acts as leader, manager and catalyst for organizational change.
- Takes a long-term view and builds a shared vision with others; influences others to translate visions into action.
- Develops new insights into situations, questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

## Appendix B: Dos and Don'ts of Hiring

### The Hiring Process: Legal Do's and Don'ts

In addition to the items listed under the "Things to Avoid" section, among the most notable "red flag" issues and topics are:

#### Age

An employer can ask about an employee's age if the particular job carries legally mandated minimum age requirements. For example, an employer can and should ensure that a potential employee whose job would entail the sale of alcoholic beverages is at least 21 years old. In the absence of such legal requirements, an employer should not ask about the dates when a candidate attended grade school, high school or even college, as the courts may regard such questions as subtle evidence of age discrimination.

#### National origin

An employer can require an applicant to prove that he or she is eligible to legally work in America. The proof must be a form that would be accepted by U.S. Citizenship and Immigration Services.

An employer cannot ask about:

- An applicant's nationality, or that of his relatives; about where an applicant or his relatives were born; or about any foreign addresses;
- What other languages a candidate speaks, unless there is a legitimate employment reason. Some legitimate reasons for requiring a candidate to be fluent in English include communication with stakeholders, colleagues and staff and the ability to communicate in emergency situations.

#### Race/color

An interviewer cannot ask about a candidate's:

- Race or color, or racial/familial background;
- Specific questions of certain races or colors but not others.
  - Should ensure that the same **types** of questions are asked of all interviewees.

#### Gender

An employer cannot ask about a candidate's:

- Gender, or;
- Pose questions that may only apply to one gender;
  - For example, the employer should not ask if the candidate plans on having children, even if this question is asked of all candidates. A court may consider such a question as an attempt to avoid hiring women.
- Plans for child care.

An employer must be careful not to have requirements that are unrelated to the job. For example, an employer should avoid imposing height requirements unrelated to job performance; as such a requirement could potentially exclude women.

### **Religion**

The employer should not ask about a candidate's:

- Religious beliefs, whether or where the candidate attends church, or about any religious customs.

Must not tell the candidate about the employer's religious beliefs or affiliations. Courts may consider such discussions as an attempt to pressure or unduly influence a candidate when there is no legitimate employment reason for the employer to disclose such information.

### **Disability**

An employer can ask whether a candidate is capable of performing tasks that are required for the job. The employer, however, should carefully phrase the question to avoid potential problems. It is not appropriate to simply ask an employee if he or she is disabled.

The employer must avoid questions that could be misconstrued as inquiring about non-job related disabilities, or that could force an applicant to reveal any such disabilities.

The employer may not ask if a candidate has a history of filing workers' compensation claims, or ask about any current or prior medical conditions.

### **Additional points to consider:**

An employer can ask a candidate:

- If they belong to organizations that are related to the job in question. However, the employer cannot ask about a candidate's involvement in organizations that may disclose the candidate's membership in a protected group.
- If a candidate would be willing to work certain hours; however, should not ask why a candidate cannot work a required schedule, or if there are religious holidays which would prevent a candidate from working. An employer cannot ask for a photograph from a candidate who is only being considered for hiring. Note that the search firm is able to obtain photographs of candidate finalists as a part of the press release process.

## Appendix C: Expanded Current Process

ROLE	TASK
Hiring Authority	Identifies/hires Search Consultant
Hiring Authority	Appoints Chairs of Search Committee
Chair/Liaison/Search Firm	Drafts/Finalizes Timeline
Firm	Builds Position Profile (with broad stakeholder input)
Chair, Hiring Authority	Select Search Committee Members
Chair, Firm, Search Liaison	Defines Advertising/Publication content
Hiring Authority, Chair, Firm, Liaison	Conducts Search Committee Launch Meeting
Firm, Liaison	Launch Search
Chair, Committee	Develop Interview Questions
Firm, Chair, Committee, Liaison	Interim Report
Committee	Screens Candidates
Firm, Chair, Committee, Liaison	Presents selections for semi-final candidates
Firm, Chair, Committee, Liaison	Semi-Finalist Interviews
Liaison, Firm	Send Press releases for announcing finalists
Firm, Chair, Committee, Liaison	Round Robin Final Interview and Public Forum
Search Liaison	Candidate profiles and feedback from search committee to Hiring Authority for assessment
Hiring Authority, Firm, VCHR	Negotiations and Job Offer

## **Appendix D: Employee Feedback Received to Date**

The following feedback was received from Faculty and the Management, Administration, and Technology (MAT) employee groups. This feedback represents only a portion of Maricopa's internal stakeholders. Feedback will continue to be collected from the full complement of the workforce as the search ensues.

### **Faculty**

Faculty solicited feedback regarding desired qualifications for the future Chancellor. The desired qualifications were rated on a scale of one (not at all important) to five (extremely important). The results of the survey are listed below.

- 4.84 – Demonstrates knowledge of and a commitment to the role of faculty; values and is committed to supporting faculty as professionals who are essential to higher education.
- 4.74 – Committed to transparency and fairness in all aspects of the system, including allocation of resources and treatment of students and employees.
- 4.65 – Exhibits strong communication, interpersonal, and relationship-building skills, especially among employees, students, trustees, legislators, public regulatory agendas, business leaders, public schools, and taxpayers.
- 4.63 – Demonstrates knowledge of and a commitment to shared governance.
- 4.58 – Demonstrates knowledge of and a commitment to academic freedom.
- 4.52 – Has a record of participative decision-making, and values unique differences among individuals with the context of building consensus while balancing the interests and needs of various constituencies.
- 4.42 – Demonstrates knowledge of and commitment to MCCC student population.
- 4.40 – Demonstrates knowledge of and a commitment to freedom of speech.
- 4.38 – Evidence of a learner-centered philosophy with a commitment to student success
- 4.35 – Has classroom experience teaching in higher education.
- 4.21 – Demonstrates knowledge of budgets, budgeting and fundraising.
- 4.18 – Demonstrates knowledge of accreditation standards.
- 4.14 – Substantial experience at a senior level position within a multi-campus/college system, preferably a community college system.
- 3.74 – Has a record of participation in national foundations, forums, policy development and advocacy for higher education.

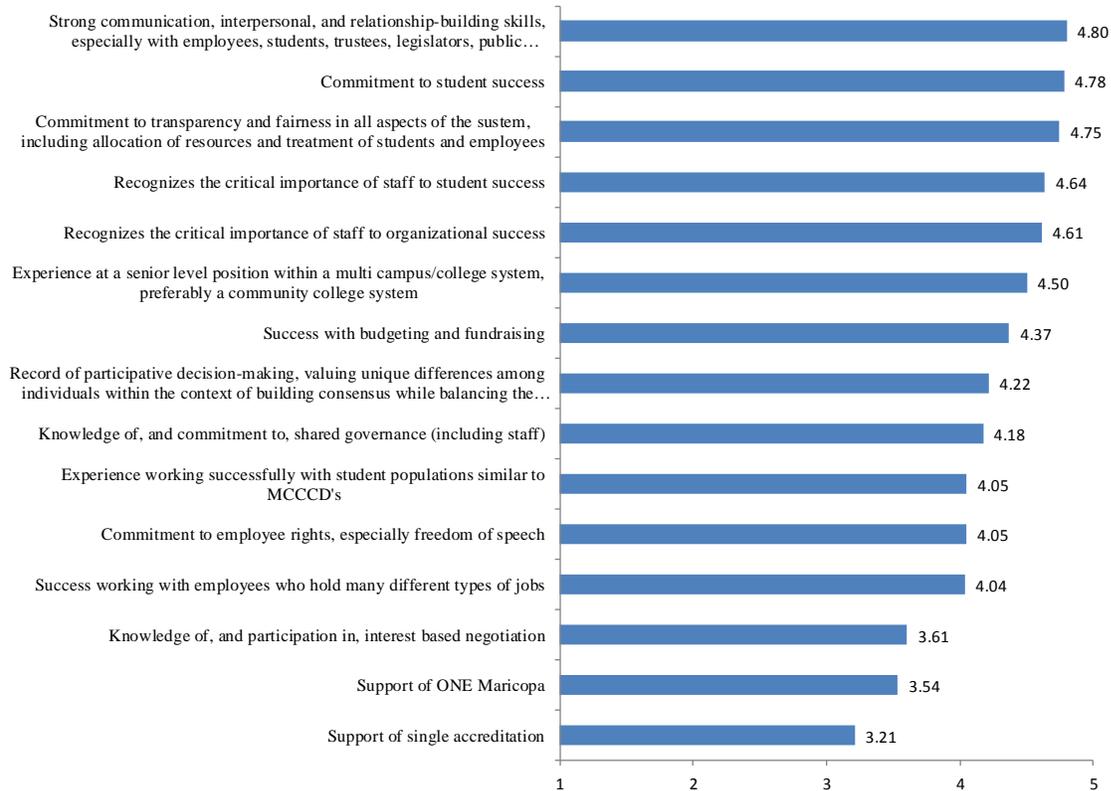
### **Management, Administration, and Technology (MAT)**

MAT employees were asked for their thoughts on the qualifications that our new Chancellor should have and about the process used in hiring the new Chancellor. The online survey was open from 12/23/2015 – 1/6/2016 and 320 responses were collected.

Respondents were asked to rate their agreement with the statements that the new Chancellor should have these qualities:

1. Knowledge of, and commitment to, shared governance (including staff)
2. Experience at a senior level position within a multi campus/college system, preferably a community college system
3. Commitment to student success
4. Commitment to transparency and fairness in all aspects of the system, including allocation of resources and treatment of students and employees
5. Record of participative decision-making, valuing unique differences among individuals within the context of building consensus while balancing the interests and needs of various constituencies
6. Knowledge of, and participation in, interest based negotiation
7. Success working with employees who hold many different types of jobs
8. Strong communication, interpersonal, and relationship-building skills, especially with employees, students, trustees, legislators, public regulatory agencies, business leaders, public schools, and taxpayers
9. Recognizes the critical importance of staff to student success
10. Recognizes the critical importance of staff to organizational success
11. Commitment to employee rights, especially freedom of speech
12. Experience working successfully with student populations similar to MCCC's
13. Success with budgeting and fundraising
14. Support of ONE Maricopa
15. Support of single accreditation

Ratings were given on a five-point scale, from 1 for Strongly Disagree to 5 for Strongly Agree. All of the qualifications had average scores above 3 (Neutral), suggesting that MAT employees generally think that the new Chancellor should have some mix of all of the qualifications. The average scores for each are shown below.



More specifically:

- The majority of respondents agreed (answered Agree or Strongly Agree) with all of the qualifications, except for “Support of single accreditation.” That item had the largest level of disagreement (answered Disagree or Strongly Disagree) at 30%.
- The strongest levels of agreement (90% or more) were had by the following items:
  - 98% for “Strong communication, interpersonal, and relationship-building skills, especially with employees, students, trustees, legislators, public regulatory agencies, business leaders, public schools, and taxpayers”
  - 98% for “Commitment to student success”
  - 98% for “Commitment to transparency and fairness in all aspects of the system, including allocation of resources and treatment of students and employees”
  - 95% for “Recognizes the critical importance of staff to student success”
  - 94% for “Recognizes the critical importance of staff to organizational success”
- These items had the lowest levels of agreement (60% or less):
  - 57% for “Knowledge of, and participation in, interest based negotiation”
  - 56% for “Support of ONE Maricopa”
  - 46% for “Support of single accreditation”

Employees were asked for other thoughts about the new Chancellor’s qualifications, in an open-ended question. 169 responses were given. Themes emerged, stating that the Chancellor needs to: be an effective leader, be able to run MCCCDS as a business, have academic experience, have experience with IT, and be ethical with a high degree of integrity.

Likewise, an open-ended question about the hiring process elicited 170 responses. A clear desire for a transparent process was expressed. Also, the process should: include input from all employee groups, the colleges, and business and community representatives. A national search should be conducted and be free from political dealings and considerations. Candidate forums should be held for the employees and the community. And the search should be extensive and not rushed, yet with an eye toward efficiency.

Employees from all 10 colleges, both skill centers, and the district office responded to the survey. The largest share was 33% (105) from the district office; the district office also has the largest number of MAT employees. Also, the spectrum of MAT grades was covered, with 21% of the respondents in grades 13-14, 33% in grades 15-16, and 39% in grades 17-21.

## **Appendix E: Essential Characteristics of Effective Executive Leaders**

### **Characteristics**

- Conducting-long range strategic assessment and planning
- Inspiring a shared vision and communicating a plan for organizational progress and growth
- Effectively building and managing relationships with stakeholders
- Implementing organization-wide structural and policy changes
- Fostering a climate that motivates high performance across the organization
- Focusing on opportunities rather than problems
- Fostering culture of responsibility and accountability throughout whole organization
- Taking responsibility for action plans, decisions, and communications
- Focusing on outward contribution, gearing efforts to results rather than to work

### **Top Reasons Why Executives Fail**

- Turnover rate of newly hired CEOs = 46% fail within 18 months due to attitude/fit, instead of skill
- 40-50% of these failures are due to wrong person for the job – poor fit and/or support
- Poor interpersonal skills resulting in lack of relationship building, influence, and communication
- Minimal to no onboarding/transition process led to minimal understanding of the challenges CEOs would face

- Inability to acclimate to culture

## Appendix F: Resources and References

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