

President's Council Meeting
May 1, 2019
MINUTES

Present: Joyce Helens, Sonja Brown, Jake Rivera, Amber Donnelly, Bret Murphy, Matt McCarty, Jinho Jung, George Kleeb, Angie DeBraga, Becky Linville, Mardell Wilkins

Absent: Sonja Sibert, Joe Micke, Brianne Murphy, William Brown

1. Faculty Senate – Jinho Jung and George Kleeb reported on Faculty Senate recommendations. The BAS Comprehensive Medical Imaging with Emphasis in Diagnostic Medical Sonography was approved via special meeting of the Faculty Senate on April 3. The Curriculum and Articulation Committee is recommending four courses for approval: CMI 492 (Comprehensive Medical Imaging), HIST 208 (World History I Survey of world civilizations to 1600), HIST 209 (World History II Survey of world civilizations since 1600), and ENG 402A (Advance Creative Writing). PC had no objections for the English and History Courses and for the new program.

The Personnel Committee Recommendations: Emeritus recommendations for Lisa Frazier and Patricia Fox were presented to Faculty Senate and approved and will be forwarded on to the President. The committee received the recommended changes to the **5.15 Recruitment and Selection of Professional Staff** policy. President's Council discussed the policy again. President Helens added that no ranking is to take place. There needs to be strengths and weaknesses of the candidates with no ranking. This makes it facts based and less impartial. All wording that mentions ranking will be taken out and the policy will be sent back to committee. The work of the committee is to be recognized. President's Council then discussed how quality matters in everything that we do. President Helens is continually thinking about branding. GBC is the Gold Standard in the Silver State. This will be a new slogan going forward. GBC services should always be the gold standard and the best that can be provided.

2. SGA Update – Becky Linville reported SGA elections have been cancelled this semester due to lack of applicants. They will appoint Elko senators on the May 10th. The SGA awards ceremony will be next Friday, May 10 at noon after the SGA meeting.
3. Classified Council Update – No report.
4. Academic Affair Update – Dr. Brown talked about the readiness assessment results from the Hobsons visit. So far it has been a successful implementation of the StarFish platform. She is having conversations with faculty on the preliminary DWF outcomes. The outcomes are a lot higher than recommended best practices. She has suggested Faculty Senate put together a task force group to look at data and make recommendations to lead to institutional commitment on where we should fall on this. A firm statement on DWF outcomes should be above the standard. GBC currently does not have a policy on this. George Kleeb said the committee to look at this would be the Academic Standards. He will make sure there is a strong chair. Dr. Brown mentioned the Co-req policy webinar that occurred last week. Discussions will go on as policy gets approved.
5. Student Affairs Update – Jake Rivera reported the student affairs area is focused on preparing for accreditation. They are reviewing policies and procedures and evaluating web pages. They are looking at department assessments. The policy and procedure review has been eye-opening. Some

things are included in the P&P that are not policies or procedures. The P&P will be updated to be clear and succinct. Seeing examples from other institutions will help. The web pages are another area which affects every area of the college. A schedule needs to be created on when to review and update web pages.

Jake reported that StarFish has a single sign on page. Full implementation of StarFish platform should happen in June.

There was a discussion on how GBC can get more involved with the MGM employees.

Jake reported NSHE is interested in partnering with GBC on text messaging/mobile text alerts.

Looking into scheduling a demo with one company. Matt McCarty said the alumni outreach was looking at a program for this so they may have some money to put forward to that.

The transcript process has been revamped last week. It was a huge bottleneck, but now is running more efficiently. OnBase workflow process is being worked on by Lora McCarty. A faculty member has been invited to be part of experience. It will make a difference for fall enrollment count.

Jake discussed the critical issue of not having enough professional advisors and the goal of increasing those professional advisors from one to 4 and ½. All of this adds to the solution of the \$1.4 million budget problem. Again, it's continuous improvement.

6. Business Affairs – no report
7. Foundation Update – Matt McCarty reported on the Invest a Day's Pay launch. It will be rolling out to employees soon. Athletics will be part of it. There will be more medial outreach going forward. The article last week is receiving good comments. Amber Donnelly talked to Pennington Foundation last week and they will funding (15) \$7,000 scholarships which is an increase. We are very thankful as always to the Pennington Foundation for their support.
8. President's Update – President Helens talked about the Gold Standard for the Silver State being the new GBC slogan. It is more than a catch phrase. It is commitment to quality and exceeding expectations. President Helens said there will be 3 mou's with UNR that will be presented at the June BOR meeting as well as the re-naming of the community outreach building (old KENV building) and the president's evaluation. Steve Smith CIO at UNR is coming out on June 21st. The Outstanding Student Award Ceremony will be turned over to Jake's area and it will be a fine improvement.
9. Miscellaneous – President's Council minutes are being posted to the website and will be completed soon. Minutes will be posted after the meetings in a timelier manner.

Gen. Ed. Committee Report

April 26, 2019

The Gen. Ed. Committee met on March 18 and April 1 and submits the following report:

1. The committee approved HIST 208 and HIST 209 as General Education options for the Humanities Outcome. The committee seeks Faculty Senate approval for these courses.
2. The committee prepared guidelines for General Education Course Assessment, which are included with this report as an informational item. Two members of the committee presented these standards to Department Chairs and there will be an informational meeting open to all faculty regarding General Education assessment in May, tentatively planned for Finals Week.

REPORT OF THE CURRICULUM & ARTICULATION COMMITTEE

GBC Faculty Senate on April 26, 2019

Items for approval

COURSES:

CMI (Comprehensive Medical Imaging) 492; This course was reviewed and moved to approve by Tamara Cavender, second by Lynne Owens, motion carried. This is the capstone course in the Diagnostic Medical Sonography Program.

HIST 208 World History I Survey of world civilizations to 1600. Examines societies, cultures, and issues relative to Africa, the Americas, Asia, Europe, the Middle East and Oceania. This is a new course to GBC, aligning with NSHE CCN documentation. Moved by Tamara 2nd by Eric, Motion Carried

HIST 209 World History II Survey of world civilizations since 1600. Examines historical societies, cultures, and issues relative to Africa, the Americas, Asia, Europe, the Middle East and Oceania. This class is in the GBC catalog and is being reactivated. Moved by Tamara 2nd by Eric, Motion Carried

ENG 402A Advanced Creative Writing This course is being offered as repeated three times for a total of 9 credits with different projects and instructor approval.

CERTIFICATES: None

PROGRAMS:

The Bachelor of Science Comprehensive Medical Imaging with Emphasis in Diagnostic Medical Sonography was approved via a special meeting of Faculty Senate on April 3, 2019 via an e-mail vote.

Personnel Faculty Senate Report

MEETING MINUTES

Meeting date: April 8, 2019, 2:00 PM

Present: Pete Bagley, Clint Kelly, Xunning Du, Gretchen Skivington, Denis Padilla, Justine Stout, Diane Wrightman, Sonia Sibert (ex-officio), Tami Mette (chair)

Minutes:

1. Emeritus application discussion and vote
 - a. Two emeritus applications were reviewed by the committee prior to the meeting. There was minimal discussion as to the qualifications of each applicant. The committee voted on each application separately and both applications were voted to be moved forward to Faculty Senate. The emeritus applicants were as follows:
 - i. Lisa Frazier
 1. Vote: Motion made by C. Kelly, second P. Bagely; Unanimous pass
 - ii. Patricia Fox
 1. Vote: Motion made by P. Bagely, second J. Stout; Unanimous pass
2. Recruitment and Selection of Professional Staff policy review and vote
 - a. The committee received an edited version of policy 5.1 from President's Council. Recommendations in wording were suggested by Dean Murphy as well as some changes in verbiage to coincide with Workday terminology, suggest by Sonja Sibert and Sheri Baker. (Please see attached policy)
 - i. Vote: Motion made by P. Bagely, second C. Kelly; Unanimous pass
3. Tenure policy update
 - a. The P. Bagely updated the committee in regards to review and suggestions for change of the tenure policy. This task is still in the working stages and will continue.
 - i. Topics that are being reviewed
 1. Clarification of tenure definitions
 2. Ability of tenure candidate to request changes in committee members
4. Search committee questions
 - a. Some members of the committee did have some question about search committee procedures that were answered by S. Sibert the following are some conclusions from that discussion
 - i. All candidate questions must be approved by S. Sibert prior to using them during candidate interviews of any kind (phone or in-person)
 - ii. All members of the search committee must participate in candidate interviews and voting. If a committee member is unable to attend any one of the candidate interviews, they are ineligible to vote.

- iii. It was highly recommended that “courtesy” interviews are not done during any search.

The meeting concluded at 3:00 PM.

Respectfully submitted,

Tami Mette, Chair

POLICY AND PROCEDURE

Title:	Recruitment and Selection of Professional Staff
Policy No.:	5.15
Department:	Human Resources
Contact:	Vice President for Business Affairs

Policy

In support of its mission, Great Basin College shall recruit and select qualified, diverse, and responsible faculty members of outstanding ability and nature to serve both academic and administrative professional roles. In this endeavor, as delegated by the Nevada System of Higher Education (NSHE) Code (Title 2, Chapter 5, Section 5.4.1), GBC shall use the recruitment and selection procedures provided in this policy to select and hire the best available outstanding candidates to fulfill the duties of positions recruited for.

The President of the College is the sole appointing authority for the College (NSHE Code Title 2, Chapter 5, Section 3) and shall have final authority on all aspects of the recruitment and selection process. College recruitment and selection must conform to all requirements of NSHE Code as well as all other applicable State, Federal, and local laws and regulations. GBC shall conform to all Affirmative Action and Equal Employment Opportunity requirements in effect.

Procedures

1.0 Position Recruitment

1.1. Determination of Open Positions. At the beginning of each academic year, the President of the College shall approve the list of positions for which recruitment may be conducted during the year. This may be updated throughout the year as needed. Academic faculty positions shall be determined in concert with the Faculty Senate Department Chairs Committee, the Dean, Vice President for Academic Affairs, and the Vice President for Business Affairs. The Department Chairs Committee and the VPAA will make recommendations on the priority for specific positions within the disciplines, and the VPBA will make recommendations on the number of positions that may be funded. Administrative faculty positions to be recruited will be determined in concert with recommendations from the Vice Presidents of the College.

1.2. Position Announcements. For approved positions, position descriptions shall be created within the position announcement template provided by the Human Resources Department. Position descriptions shall provide an overview of the position and the professional qualifications and responsibilities of the position. A closing date for the acceptance of applications and the salary range shall be stated. These shall be created by those current employees most familiar with the role of the position to be announced, potentially with input from knowledgeable people from outside the college. Position announcements must be approved by the supervising Dean, Vice President and Human Resources. If possible, it is best to create announcements through the Search Committee for the position. When the position announcement is complete, the appropriate Vice President shall complete the recruitment authorization form and forward it to the VPBA.

1.3. Position Advertising. The scope and duration of position advertising shall be determined with the creation of the announcement. Advertising should be as broad as reasonable and affordable to create an adequate pool of qualified applicants for the position.

2.0 Search Committee

2.1. Committee Formation. The selection process is coordinated through the office of the appropriate Vice President or Dean supervising the function of the position. The Vice President or Dean shall consult with existing department employees and those members of departments potentially affected by the position to form an ad hoc Search Committee. Unless otherwise authorized by the President, search committees shall be composed of a minimum of five members. At least one member shall be a representative of the Personnel Committee as designated by that committee. Non-voting ex officio committee members may be included in search committees; people not employed by the college must serve only in an ex officio capacity. Human Resources shall be informed of the membership of the committee.

2.2. Search Committee Member Roles.

1. Search Committee Chair. The Vice President or Dean responsible for the position shall assign the chairship of the committee to one of its members. This will generally be a person in a leadership role for the function of the position, such as a department chair, but may be anyone familiar with the function of the position. The Vice President or Dean may serve as chair if appropriate.

The committee chair shall have general responsibility for a timely, thorough and fair search following all relevant procedures and legal requirements. This should include scheduling and leading meetings that will include such activities as developing a position announcement, identifying recruitment strategies, scheduling interviews, creating interview questions, making recommendations for selection among candidates, and others as required of the search. The chair also serves as a regular member of the committee.

2. Personnel Committee Representative. The person designated as the representative for the Personnel Committee is primarily charged with monitoring adherence to established policies, procedures, and legal requirements to assure a fair search process. This person is also a regular member of the committee in all regards in the recruitment and selection process. For searches that occur at times when members of the Personnel Committee are not available, such as during the summer, an individual from Human Resources may be assigned to the Search Committee in this role.

3. Regular Membership. All regular members of the search committee shall have the same level of responsibility and contribution to the process. No one member's vote shall carry more weight than another.

4. Ex Officio Members. Members designated as ex officio may meet with the committee and contribute input and opinion during the process. However, they have no vote in determinations in any matter. Vice Presidents and Deans supervising the positions being recruited are automatically ex officio members of the respective search committees, though they may elect not to participate.

2.3. Committee Confidentiality. Each member of a Search Committee shall complete the Human Resources "Search Committee Confidentiality" form before having access to any applicant materials or information. Confidentiality must be maintained throughout the entire process and after its completion. This includes any communication with people outside of the committee regarding any aspect of individuals having applied for the position being recruited, and any other activity that could compromise the integrity of the search. Search Committee confidentiality is permanent; it shall be maintained throughout the formal searches and after searches are completed. Discussion between members of the Search Committee outside of a committee meeting should be avoided and never conducted in any manner that would be available to unauthorized individuals.

2.4. Committee Training. It is imperative that all search committee members comply with all matters of confidentiality and conformity to policies and legal requirements relating to the recruitment and selection process. To this end, at the first meeting of each search committee, the representative of the Personnel Committee serving on the Search Committee shall provide the relevant information to the full committee as specified by Human Resources. At the beginning of each academic year, Human Resources will provide training to the members of the Personnel Committee to assure they deliver all required and appropriate information required for searches.

3.0 Application Acquisition and Review

3.1. Application Submissions. Applicants for professional positions shall submit application materials electronically to Human Resources through the NSHE recruiting software. During the open recruitment, Human Resources will review for incomplete applications and notify applicants to submit required materials. A member of the Human Resources staff will review initial applications, that all required materials are present. Incomplete applications will be dispositioned as “incomplete application” and will be moved to the inactive candidate list. All complete applications will remain in the active candidate list at “review” status. Applicants remaining in the “review” status must include:

1. Completed online application;
2. Letter of interest;
3. Resume/Curriculum vitae; and
4. Three contacts for references and/or three current letters of recommendation
5. If the minimum qualifications for the position require a degree, certificate, or particular courses, unofficial transcripts should be present prior to interview.

Incomplete applicants will be notified through the NSHE recruiting software that they are no longer under consideration.

3.2. Application Review and Rating. Remaining applicants shall initially have their qualifications evaluated relative to the minimum qualifications list. All candidates meeting minimum qualifications shall remain in the “active” candidate list at “review” status. This determination shall be made by the chair of the search committee, perhaps in consultation with other committee members and supervising Vice President and/or Dean. In the event few or no applicants meet the minimum qualifications, the search Vice President and/or Dean and Human Resources will be notified. In this situation, the recruitment period may be re-opened for continuing recruitment or other options may be considered.

Applicants not meeting the minimum requirements will be notified through the NSHE recruiting software that they are no longer under consideration.

Current “active” candidates, except in special circumstances approved by Human Resources, is where applications are reviewed and rated by search committee members. A rating spreadsheet will be provided to each search committee member. Ratings shall be based on factual information available within the applications, and not on personal speculation about candidates.

Remaining candidates shall be reviewed together at a meeting of the Search Committee. The summary ratings at this level shall be distributed by the Search Committee chair at this meeting. The committee will review and deliberate the qualities of candidates to determine which are best qualified and acceptable for interviewing for the position. Meeting minimum qualifications does not in and of itself assure that a candidate is acceptable for further consideration for a position.

Selected candidates may be considered for interviews. As a general rule, the college may reimburse some travel expenses for up to three candidates based on current reimbursement guidelines. If there are more than three candidates that the committee would like to interview, there may be a round of telephone interviews to reduce the number of potential candidates. All candidates considered well enough qualified for live interviews shall be interviewed.

Candidates the committee considers acceptable for live interviews, maybe more than the actual number to be interviewed. The candidates ranked highest by the Search Committee at this point shall be given the first opportunity to accept invitations for interview. Alternate candidates may be identified should the highest ranked candidates not accept interviews.

(revised March 12, 2019)

4.0 Candidate Interviews

The final pool of applicants shall be interviewed on campus. In exceptional circumstances, other arrangements may be required. Exceptions will be approved by the appropriate Vice President and in consultation with the VPBA. Interview settings for each finalist must be the same, for example, no mixing of phone and face-to-face interviews.

4.1. Contacting Candidates and Scheduling Interviews. Upon selecting either the preliminary or finalist pools of candidates to interview, the search chair shall coordinate with the appropriate Vice President and associated assistant to make interview arrangements. Generally, the assistants are responsible for coordinating staff and candidate schedules for travel, interviews, and facilities arrangements. Interview schedules typically include meeting with the appropriate Vice President, a campus tour, the formal interview with the Search Committee, and a teaching or skills demonstration. The President may also wish to meet with candidates. It is critical for the search chair to work closely with the assistant in making arrangements. Preliminary interviews generally only require arrangements of time, Search Committee location, and contact information.

If a teaching or other type of demonstration is applicable, the time and location should be announced so that other members of the GBC community may participate. It is encouraged that an evaluation of the demonstration by the audience be utilized, and if used, must be the same for every candidate for the position. Teaching or demonstration topics must be of a similar nature for each candidate within a search.

In-person interviews may involve interactions in a social setting. Depending on budget and time considerations, GBC may provide lunch, dinner, or other engagement arranged by the search chair and the assigned assistant. This gathering may include only the candidate (and spouse if present), all or select Search Committee members, and appropriate Vice Presidents or Deans. Arrangements must be similar for all candidates for a position.

4.2. Interviewing Candidates. The Search Committee shall conduct interviews of candidates before final selection recommendations. Interviews of the finalist candidates shall be conducted in-person unless otherwise authorized by Human Resources and the President. In some cases, it may be deemed appropriate by the Search Committee to have preliminary interviews of candidates.

For all interviews, interview questions must be developed by the Search Committee and approved at least three business days in advance by Human Resources. Questions must relate to professional qualifications including, but not limited to, knowledge, experience, performance, competence, philosophy, and suitability to the position. Before interviewing each candidate, the Affirmative Action statement must be read to the candidate and committee by a selected member of the Search Committee. All questions must be asked of all candidates and in the same order, preferably by the same person. The full committee should be in attendance for each interview. Those who cannot attend all interviews must abstain from any vote for candidates advancing in a pool.

- 1. Preliminary Interviews.** It may be deemed appropriate by the Search Committee to have preliminary interviews of several applicants to assist in deciding the finalist interview pool. This is not a required step. These interviews are typically of shorter duration and with fewer and different questions than finalist interviews. They are typically carried out at distance, either by telephone or other electronic communication method. Interview communication must be the same for each candidate. For example, there shall be no mixing of telephone and other types of electronic communication in interviews for the same position.

From the preliminary interviews, finalists may be selected for in-person interviews based on their qualifications as stated in their applications and answers to the preliminary interview questions.

- 2. Finalist Interviews.** The finalist pool of applicants shall be interviewed in-person on a GBC campus. In exceptional circumstances other arrangements may be used. Exceptions will be approved by the appropriate Vice President and in consultation with the VPBA. The finalist pool will typically have the top three candidates as determined by deliberation of the Search Committee. More than three candidates may be interviewed with approval of the VPBA. The committee may interview less than three candidates if less than three are deemed acceptable for interview or if less than three candidates accept an offer for interview.

Interview settings for each finalist must be in the same format. There may be no mixing of phone and in-person interviews. Finalist interviews shall always consist of at least an in-person interview with the Search Committee and a personal meeting with the position supervisor – usually Vice President or Dean – to discuss salary, benefits, conditions of the position, and the general setting and attributes of the College. Finalist interviews may also include a teaching demonstration or other demonstration of professional abilities and a meeting with the President. Other components of the interview may be included so long as they relate to determining the professional ability and appropriateness of the person(s) being interviewed and that all interviewees for the same position are given the same requirements.

4.3. Reference Checks. There must be an attempt to contact applicant references by telephone for at least the top ranked candidate for any position before an offer of employment is made. The reference calls shall be made by representatives of the committee. Reference questions must be approved in advance by Human Resources, and are generally no more than may be asked in about 10 minutes. The responses to reference calls shall be shared with the Search Committee.

5.0 Candidate Selection

Soon upon completion of all interviews, the Search Committee Chair shall convene a meeting of the full committee to deliberate the qualifications, strengths, and weaknesses of the candidates interviewed. The perceived fit of the candidates into the college community may be a consideration. The acceptability of candidates and the ranking of those deemed acceptable will be determined by the consensus of the committee. Ex officio committee members or members who could not attend all interviews may participate in deliberations, but may not have any vote or say in the final consensus. The committee chair shall then meet with the appropriate Vice President or Dean to discuss the recommendations, and then write a memorandum of recommendation representing the consensus of the Committee. The memo shall be addressed to the Vice President overseeing the position. The memo should be properly formatted on GBC letterhead and sent as an email attachment or as a paper document. In addition to standard memo formatting information, the memo shall include the following information:

1. The names of the candidates interviewed
2. Which candidates, if any, are recommended as acceptable for the position
3. The ranking of the acceptable candidates from highest to lowest
4. A brief summary of the strengths and/or weaknesses that led to the recommendations

The approval of recommendation by the Vice President shall be forwarded to the President. Final approval of recommendation to offer a position to a candidate and the salary to be offered are at the sole discretion of the President, based on the information and recommendations received.

The Vice President or Dean supervising the position shall contact the highest ranked and approved candidate to offer the position with salary and other relevant information. If the highest ranked candidate does not accept the position, the process will continue down the rankings until reaching the end of the list of acceptable candidates. Soon after a candidate has verbally accepted an offer of a position, a professional new hire contract agreement worksheet will be completed and forwarded to Human Resources. Human Resources will mail an official offer letter to the candidate for signature. The same individual making position offers to candidates shall also be responsible for contacting the candidates for whom an offer will not be made.

If no acceptable candidates accept the offer of the position, the search shall be declared finished. The options of reevaluating the need for the position or re-advertising for the position shall be deliberated as if the search is beginning anew.

6.0 Closing the Interview

Once an offer has been accepted by a candidate, or if no suitable candidate has been placed in the position, the search is closed. Search Committee members must destroy all applicant materials. Confidentiality is maintained after a search closes. The Human Resources department will work with the Search Committee chair and appropriate

Vice President to ensure that all paperwork related to the search is completed. Human Resources shall also contact any who were not interviewed to inform them that they are not being considered for the position.

Approved by President's Council: January 27, 2015

Approved by Faculty Senate: January 16, 2015

Contact the assistant to the President for any questions, changes, or additions.



POLICY AND PROCEDURE

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Policy No.:	5.15
Department:	Human Resources
Contact:	Vice President for Business Affairs

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(revised March 12, 2019)

4.0 Candidate Interviews

The final pool of applicants shall be interviewed on campus. In exceptional circumstances, other arrangements may be required. Exceptions will be approved by the appropriate Vice President and in consultation with the VPBA. Interview settings for each finalist must be the same, for example, no mixing of phone and face-to-face interviews.

4.1. Contacting Candidates and Scheduling Interviews. Upon selecting either the preliminary or finalist pools of candidates to interview, the search chair shall coordinate with the appropriate Vice President and associated assistant to make interview arrangements. Generally, the assistants are responsible for coordinating staff and candidate schedules for travel, interviews, and facilities arrangements. Interview schedules typically include meeting with the appropriate Vice President, a campus tour, the formal interview with the Search Committee, and a teaching or skills demonstration. The President may also wish to meet with candidates. It is critical for the search chair to work closely with the assistant in making arrangements. Preliminary interviews generally only require arrangements of time, Search Committee location, and contact information.

If a teaching or other type of demonstration is applicable, the time and location should be announced so that other members of the GBC community may participate. It is encouraged that an evaluation of the demonstration by the audience be utilized, and if used, must be the same for every candidate for the position. Teaching or demonstration topics must be of a similar nature for each candidate within a search.

In-person interviews may involve interactions in a social setting. Depending on budget and time considerations, GBC may provide lunch, dinner, or other engagement arranged by the search chair and the assigned assistant. This gathering may include only the candidate (and spouse if present), all or select Search Committee members, and appropriate Vice Presidents or Deans. Arrangements must be similar for all candidates for a position.

4.2. Interviewing Candidates. The Search Committee shall conduct interviews of candidates before final selection recommendations. Interviews of the finalist candidates shall be conducted in-person unless otherwise authorized by Human Resources and the President. In some cases, it may be deemed appropriate by the Search Committee to have preliminary interviews of candidates.

For all interviews, interview questions must be developed/**selected** by the Search Committee and approved at least three business days in advance by Human Resources. Questions must relate to professional qualifications including, but not limited to, knowledge, experience, performance, competence, philosophy, and suitability to the position. Before interviewing each candidate, the Affirmative Action statement must be read to the candidate and committee by a selected member of the Search Committee. All questions must be asked of all candidates and in the same order, preferably by the same person. The full committee should be in attendance for each interview. Those who cannot attend all interviews must abstain from any vote for candidates advancing in a pool.

- 1. Preliminary Interviews.** It may be deemed appropriate by the Search Committee to have preliminary interviews of several applicants to assist in deciding the finalist interview pool. This is not a required step. These interviews are typically of shorter duration and with fewer and different questions than finalist interviews. They are typically carried out at distance, either by telephone or other electronic communication method. Interview communication must be the same for each candidate. For example, there shall be no mixing of telephone and other types of electronic communication in interviews for the same position.

From the preliminary interviews, finalists may be selected for in-person interviews based on their qualifications as stated in their applications and answers to the preliminary interview questions.

2. Finalist Interviews. The finalist pool of applicants shall be interviewed in-person on a GBC campus. In exceptional circumstances other arrangements may be used. Exceptions will be approved by the appropriate Vice President and in consultation with the VPBA. The finalist pool will typically have a minimum of the top three candidates as determined by deliberation of the Search Committee. More than three candidates may be interviewed with approval of the VPBA. The committee may interview less than three candidates if less than three are deemed acceptable for interview or if less than three candidates accept an offer for interview.

Interview settings for each finalist must be in the same format. There may be no mixing of phone and in-person interviews. Finalist interviews shall always consist of at least an in-person interview with the Search Committee and a personal meeting with the position supervisor – usually Vice President or Dean – to discuss salary, benefits, conditions of the position, and the general setting and attributes of the College. Finalist interviews may also include a teaching demonstration or other demonstration of professional abilities and a meeting with the President. Other components of the interview may be included so long as they relate to determining the professional ability and appropriateness of the person(s) being interviewed and that all interviewees for the same position are given the same requirements.

4.3. Reference Checks. There must be applicant reference contacts by telephone for the top approved candidates for any position before an offer of employment is made. The reference calls can be made by no less than two representatives of the committee. Reference questions must be approved in advance by Human Resources, and are generally no more than may be asked in about 10 minutes. The responses to reference calls shall be shared with the Search Committee.

5.0 Candidate Selection

Soon upon completion of all interviews, the Search Committee Chair shall convene a meeting of the full committee to deliberate the qualifications, strengths, and weaknesses of the candidates interviewed. The perceived fit of the candidates into the college community may be a consideration. The candidates deemed acceptable will be determined by the consensus of the committee. Ex officio committee members or members who could not attend all interviews may participate in deliberations, but may not have any vote or say in the final consensus. The committee chair shall then meet with the appropriate Vice President or Dean to discuss the unranked recommendations, and then write a memorandum of recommendation with strengths and weaknesses of the acceptable candidates representing the consensus of the Committee. The memo shall be addressed to the Vice President overseeing the position. The memo should be properly formatted on GBC letterhead and sent as an email attachment or as a paper document. In addition to standard memo formatting information, the memo shall include the following information:

1. The names of the candidates interviewed
2. Which candidates, if any, are recommended as acceptable for the position
3. A brief summary of the strengths and/or weaknesses that led to the recommendations

The approval of recommendation by the Vice President shall be forwarded to the President. Final approval of recommendation to offer a position to a candidate and the salary to be offered are at the sole discretion of the President, based on the information and recommendations received.

The Vice President or Dean supervising the position shall determine the approved candidate to offer the position with salary and other relevant information. If the approved candidate does not accept the position, the process will continue until reaching the end of the list of acceptable candidates. Soon after a candidate has verbally accepted an offer of a position, a professional new hire contract agreement worksheet will be completed and forwarded to Human Resources. Human Resources will mail an official offer letter to the candidate for signature. The same

individual making position offers to candidates shall also be responsible for contacting the candidates for whom an offer will not be made.

If no acceptable candidates accept the offer of the position, the search shall be declared finished. The options of reevaluating the need for the position or re-advertising for the position shall be deliberated as if the search is beginning anew.

6.0 Closing the Interview

Once an offer has been accepted by a candidate, or if no suitable candidate has been placed in the position, the search is closed. Search Committee members must destroy all applicant materials. Confidentiality is maintained after a search closes. The Human Resources department will work with the Search Committee chair and appropriate Vice President to ensure that all paperwork related to the search is completed. Human Resources shall also contact any who were not interviewed to inform them that they are not being considered for the position.

Approved by President's Council: January 27, 2015

Approved by Faculty Senate: January 16, 2015

Contact the assistant to the President for any questions, changes, or additions.