

Leadership Council Meeting

March 25, 2021

1:30 pm

MINUTES

Present:

William Brown
Angie DeBraga
Amber Donnelly
Mardell Dorsa

Mary Doucette
Joyce Helens
George Klebb
Joe Micke
Bret Murphy

Jake Rivera
Kevin Seipp
Jennifer Sprout
Karl Stevens

Absent:

Katie Dempsey
Sonja Sibert
Brian Zeiszler

1) President's Update (Information)

President Helens gave a brief update on legislative activities. All bills that impact students and faculty are being watched closely. The decision has been made to have a virtual GBC graduation to keep everyone safe. President Helens has met with the new Elko County Superintendent. We will be assisting the district in marketing and communications endeavors that will be mutually beneficial.

2) SGA Update (Information)

No report.

3) Faculty Senate Update (Information)

Kevin Seipp reported a smooth Faculty Senate meeting last week. The Faculty Senate appreciates to updates from the Vice Presidents and President. There were two action items that were brought forth at the meeting: the changes to some wording for the 5.15 Recruitment and Selection of Professional Staff policy and the recommendation for retaining Candidate rankings by the Search Committee. A discussion ensued on Personnel Committees recommendations to keep the ranking system. The recommendation states the committee had long discussions with administrative and faculty groups who were in favor of the ranking system, but no one from administration or HR was asked about it. The recommendation also mentions the long tradition of faculty being responsible for choosing their colleagues, because who knows better the needs of their discipline than the faculty themselves. And finally, the recommendation also mentions the disrespect faculty feel when serving on a search committee and their preference is not honored.

President Helens stated her surprise when reading the "recommendation" from the Personnel Committee. Faculty state clearly their preference and that is not being taken away. Shared governance is important. The Search Committee is a group of people formed to help screen candidates for open positions, which is shared governance.

A faculty person's perspective on a candidate is very important. But they don't get to choose their colleagues. There is a process that must be followed. Some thoughts on what a search committee is:

- A search committee is a group of people formed to help the responsible administrator recruit and screen candidates for a posted GBC position.
- A search committee provides consistency in reviewing candidates and offers the benefit of multiple perspectives and insight.
- A search committee is a practical way to share the large amount of work of screening/reviewing applicants and to manage data privacy obligations.
- The goal of a search committee is to make the search process more effective for everyone—the hiring authority, colleagues, and in particular the applicants.
- The search committee must follow a process for rating candidates which assures that all candidates are provided equal opportunity in consideration and that candidates are not selected on any impermissible basis.
- GBC will implement an (1) Applicant Comparison Matrix where search committee members can rate applicants based on criteria found in the official job description such as knowledge, skills, education and abilities.
- GBC will implement an (2) Applicant Evaluation Form where search committee members can rate/score individual applicants based on agreed upon criteria.
- These documents will be kept in the search files for seven years.
- The responsible administrator retains the responsibility to make the final hiring decision.

4) Classified Council Update **(Information)**
No report.

5) Student and Academic Affairs Update **(Information)**
Jake Rivera reported open enrollment for fall and summer will start on April 5. Current spring enrollment has been steady. Late starting spring classes start on March 29.

The GBC Childcare Center proposal on restructuring to full day, year-round childcare will increase the bond they want to develop with the student. The proposal is in response to community needs. We listened to what the community wants and are excited to implement the change. The Childcare Center is self-supporting.

Jake announced the Nevada Department of Education Office of Early Learning Development announced that our Child Center audit scored 5 stars which is a great accomplishment.

6) Business Affairs Update **(Information)**
No report.

7) Communications Update **(Information)**
Jennifer Sprout reported work on the virtual commencement and the virtual career fair scheduled for next week. The campaigns for open enrollment are set to go out. The Co Req Tool Kit rolls out soon and the Complete College of Nevada tool kit is almost done as well. April is Community College month. A highlight of being a Community College will go out every week in April.

8) Other Business **(Information)**
Angie DeBraga reported Continuing Education is very busy.

Amber Donnelly congratulated Staci Warnert for successfully defending her dissertation.



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, and the appropriate~~ Vice President ~~for Academic Affairs, and the Vice President for Business Affairs~~. The ~~Department Chairs Committee-Dean~~ will work with their departments to determine positions that will be needed, and work with the appropriate Vice President ~~VPAA-to will~~ make recommendations on the priority for specific positions within the disciplines, ~~and the Vice President for Business Affairs (VPBA)~~ ~~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. The Vice Presidents will take all final recommendations to the President for approval.

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. If possible, it is best to create announcements in consultation with the department Chair and Search Committee for 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 should be anyone a person~~ familiar with the function of the position. The ~~Vice President or~~ Vice President or Dean may serve as chair if appropriate.

Commented [SSS1]: The Vice Presidents can be chairs of search committees where 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. ~~At least one member of the committee shall be from the department the position will be located in.~~

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 and Deans~~ supervising the positions being recruited ~~for~~ are automatically ex officio members of the respective search committees, ~~or may be regular members or though they may elect not to participate. Deans on the search committee, as a chair or member, will have equal status as all other members.~~

Commented [SSS2]: Revised to condense

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, year, preferably at the beginning of each semester.~~ Human Resources will provide training to the members of the Personnel Committee to assure they deliver all required and appropriate information required for searches.

Commented [SSS3]: The personnel committee is established for an academic year so no need to have training each semester.

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 ~~presented prior to interview~~ ~~present prior to interview~~ ~~included with the completed application.~~

Commented [SSS4]: Due to timing of the application process, transcripts either official or unofficial may not be readily available to the candidate.

~~Incomplete applicants will be notified through the NSHE recruiting software that they are no longer under consideration. Incomplete applications may be reviewed and issued an exception, approved by the supervising Dean or Vice President, for positions determined to be hard to fill.~~

Commented [SSS5]: The application states what is required for the application to be complete, if an applicant can't follow those instructions they should not be considered.

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; ~~including adjusting the minimum requirements; may be considered.~~

Commented [SSS6]: If the committee or supervisor determines that minimum qualifications need to be changed, this constitutes a new search process

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 or virtual 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, may be 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 Dean or 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 Dean or Vice President, a campus tour, the formal interview with the Search Committee, and for Academic candidates 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. Due to ongoing budget constraints all requests for Depending on budget and time considerations, GBC may to provide lunch, dinner, or other engagement arranged by the search chair and the assigned assistant must be pre-approved by the Vice President for Business Affairs. 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, ~~such as video virtual (Bluejeans or Zoom)~~ 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 ~~two~~ ranked candidate(s) 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 Resources and are generally no more than may be asked in about 10 minutes. The responses to reference calls shall be shared with the ~~full~~ 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~~ 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:

Commented [SSS7]: This needs to stay general or we will need to be constantly updating this policy if video conferencing software, etc. changes.

Commented [SSS8]: This needs to be general. A what if you only have one candidate for the position that was interviewed

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 ~~acceptable candidates should be listed~~ highest to lowest based on their individual strengths and weaknesses.
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 approved~~ 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 by the Dean or Vice President and forwarded to Human Resources. Human Resources will ~~mail~~generate an official offer letter to the candidate for signature through the NSHE recruiting software. The same individual making position offers to candidates shall also be responsible for contacting the ~~in-person~~ 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 ~~Dean or~~ 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.

Justification for Retaining Candidate Ranking by Search Committees

The Personnel Committee wishes to retain the long-held and effective procedure of ranking candidates by search committees. Any search committee should clearly understand that their role is advisory, and that hiring authority resides completely with the President of GBC, but we feel strongly that the principle of shared governance requires that faculty clearly state their preference during the candidate selection process. We also understand that in the spirit of collegiality a search committee should not merely rank the candidates, but explain the criteria used and the rationale behind the rankings. The proposed 'no ranking' policy potentially allows the President to choose whichever candidate they prefer while evading or ignoring their responsibility to respect the search committee's efforts. In the spirit of shared governance, the Personnel Committee hopes to retain candidate ranking by search committees.

Several comments have been collected by the Personnel Committee regarding this proposed change and the responses generally fell into one of the three categories listed below.

- In higher education there has long been a traditional responsibility of faculty to choose their colleagues, after all who knows better the needs of their discipline than the faculty themselves?
- When Personnel Committee members requested input from their constituencies, a clear majority of both administrative and teaching faculty were in favor of retaining the current ranking policy. There were a few dissenting voices, mostly citing that hiring authority resides with the President.
- Faculty work hard on search committees, it is a long and time-consuming process. Faculty want this effort respected. Otherwise, why serve on a search committee if there is no respect from administration for faculty opinions?