Board of Trustees
El Camino Community College District

Special Board Meeting
Agenda, Monday, March 30, 2015
Board Room
4:00 p.m.

I.   Roll Call, Pledge of Allegiance to the Flag

II.   Search Consultant Presentations

    A. College CEO's

    B. Community College Search Services (CCSS)

    C. Educational Leadership Search

    D. PPL, Inc.

    E. Ralph Anderson & Associates

III.   Public Comment

IV.   Search Consultant Selection

V.   Screening Committee Composition

VI.   Other Search Issues

SUMMARY
SEARCH PROPOSAL

El Camino Community College District

Community College Search Services

John Romo
James Walker

March 30, 2015

Community College Search Services
Generic Components for Comprehensive Searches

Job Announcement Development
- Meet with the board, stakeholders and search committee to determine challenges and opportunities facing the District.
- Assist in preparing a draft job announcement.

Candidate Recruitment
- Solicit candidate nominations locally and nationally.
- Coordinate national mailing utilizing CCSS database.
- Advise on national and regional advertisement campaign.
- Undertake national telephone recruitment effort utilizing CCSS network.

Candidate Evaluation
- Facilitate and/or assist in checking applications for minimum qualifications.
- Facilitate paper-screening process.
- Facilitate selection of preliminary candidates for interviews.

Preliminary Candidate Interviews (for Semi-Finalists)
- Prepare or assist in the preparation of questions for interviews.
- Provide all materials for interviews.
- Call and brief candidates selected for interviews.
- Facilitate and observe candidate interviews.
- Provide and facilitate process for selection of finalists.
- Inform all candidates of status after interviews
- Brief finalists.

College Forum for the Finalists (if desired)
- Advise on arrangements for college forums.
- Provide evaluation materials for staff participation in forums.

Comprehensive Reference Reports (for Finalists)
- Civil/Criminal reports.
- Personal reference calls by CCSS Consultant Team.
- Prepare comprehensive reference reports.
- Provide the board with comprehensive reference reports.
- Provide board with briefing on candidate reference reports.

Board Interviews for Finalists
- Assist the board in the preparation of interview questionnaire and materials.
- Facilitate board interviews.
- Contact finalists on outcome of Board interviews.
- Assist in the planning and protocol for site visit for the finalist.
- Provide assistance and information on contract issues.

SEARCHES CONDUCTED

COMMUNITY COLLEGE SEARCH SERVICES

Comprehensive Searches

State Chancellor
California

Chancellor

Portland Community College	Grossmont-Cuyamaca CCD
Los Rios CCD	San Jose-Evergreen CCD
West Valley-Mission CCD	San Bernardino CCD
Peralta CCD	West Valley-Mission CCD
Ventura County CCD	North Orange County CCD (twice)
South Orange County CCD	Chabot-Las Positas CCD
Los Angeles CCD (3 times)	Yosemite CCD
Rancho Santiago CCD	San Diego CCD

Superintendent/President

College of the Siskiyous	Cabrillo College
Barstow College	Mt. Hood Community College
College of the Sequoias (twice)	Southwestern College (twice)
Victor Valley College	Napa Valley College
Linn-Benton Community College	MiraCosta College (twice)
Citrus College (twice)	Santa Barbara City College
Cuesta College	Imperial Valley College (twice)
Pasadena City College	College of the Desert
Victor Valley College	Rio Hondo College
Long Beach City College	Glendale Community College
Allan Hancock College	Cerritos College (twice)
Mt. San Antonio College	Antelope Valley CCD
Lassen College	Rio Hondo CCD
Palomar CCD	Palo Verde CCD

President

West Valley College	East Los Angeles College

Portland CC, Southeast Campus
Los Medanos College
Cuyamaca College (twice)
Santiago Canyon College
Cerro Coso Community College
Compton College (Provost)
Bakersfield College (twice)
Los Angeles Harbor College
Grossmont College
West Los Angeles College (twice)
San Jose City College
Los Angeles Pierce College
Santa Ana College (thrice)
West Valley College
Santiago Canyon College (twice)
Oxnard College

Contra Costa College
Evergreen Valley College
Los Angeles Mission College (thrice)
Mission College
Coastline Community College
Los Angeles City College (twice)
Los Angeles Southwest College (twice)
San Bernardino Valley College (twice)
Cerro Coso Community College
Los Angeles Trade Technical College (twice)
Porterville College
Reedley College

Moorpark College (twice)
West Hills College, Coalinga

Chief Executive Officer
Intelecom

Vice Chancellors
Peralta CCD (Administrative Services)

Contra Costa CCD (Planning & Resource Developt)
Grossmont/Cuyamaca CCD (Human Resources)

Ventura County CCD (twice) (Human Resources)

State Center CCD (Educational Services & Planning)
State Center CCD (North Center)
Coast Community CCD (Human Resources)
Contra Costa CCD (Human Resources)

Vice Presidents
Los Medanos College (Instruction & Student Services)
Pasadena Area CCD (Educational Services)

Pasadena Area CCD (Student Services)
Pasadena Area CCD (Human Resouces)

MiraCosta College (Administrative Services)

Cerritos College (Academic Affairs)
Antelope Valley College (Administrative Services)

Cerritos College (Human Resources)
Pasadena Area CCD (Information Technology)
Pasadena Area CCD (Administrative Services)

General Counsel
Pasadena Area CCD

Partial Assistance Searches

Chancellor

San Jose-Evergreen CCD Interim   State Center CCD

South Orange County CCD

Superintendent/President

Southwestern, Interim   San Joaquin Delta, Interim

President

Cypress College (twice)	Fullerton College (twice)
Diablo Valley College	Evergreen Valley College
American River College	Los Angeles City College
Cuyamaca College	West Los Angeles College
Grossmont College	Santa Ana College
Brookhaven College (Dallas)	

Provost, School of Continuing Education

North Orange CCD (twice)

Executive Vice Chancellor of Administrative Services

Ventura County CCD

Vice Chancellors

Contra Costa CCD (Administrative Services)   Conta Costa CCD (Finance & Administration)

Contra Costa CCD (Planning & Educational Services)   Kern CCD (Educational Services)

Contra Costa CCD (Human Resources and Organizational Development)

Associate Vice Chancellor of Human Resources

Los Rios CCD   Ventura County CCD

Executive Vice Presidents/ Vice Presidents of Instruction, Academic Affairs and Student Learning

Mt. Hood Community College	Portland Community College
Cerro Coso community College	Central Oregon Community College
Porterville College	Cuesta College
Mission College	Mt. San Antonio College
Grossmont College	

Vice Presidents

Diablo Valley College (Student Services)

Southwestern College (Administrative Services)

Mt. San Antonio College (Administrative Services)

Cuesta College (Student Services)

Cuesta College (Administrative Services)

Deans

Cuyamaca College (Administrative Services)

Grossmont College (Administrative Services)

Grossmont College (Communications and Fine Arts)

Grossmont College (Humanities, Social & Behavioral Sciences)

Directors

Contra Costa CCD (Human Resources)

Cuesta College (Nursing)

Ohlone College (Human Resources)

Cuesta College (Allied Health)

Community College Search Services
Recruitment Strategies

- Send a notice to all community college CEOs and other community college organizations nation-wide seeking nominations for the position.

- CCSS will send notices to presidential candidates from its target database. CCSS will follow up with telephone calls or e-mail messages on the strongest candidates.

- Assist in reviewing advertising to make certain all critical publications are included.

- CCSS will utilize all its consultants (Al Fernandez, Leslie Purdy, Tom Harris, John Romo, Kevin Ramirez, Fran White, Eddie Hernandez, Eva Conrad, Robert Garber, and James Walker). Each will develop a list of strong and diverse candidates to contact.

- CCSS has special consultants that have a national profile and are often used to ensure the search is national in scope.

- CCSS will send a statewide e-mail to all CEOs, CIOs, CSSOs and CBOs seeking nominations and applicants.

- Call CEOs in California and in other states seeking names of potential candidates.

- Contact the directors of university leadership programs as well as potential candidates who have participated in these programs.

Community College Search Services
Vetting Process for Finalists

CCSS prepares comprehensive reference reports on all finalists to provide the Governing Board with the information needed to select a new Superintendent/President...

Once the search committee determines the finalists, we obtain signed release forms from the candidates permitting us to contact references provided with each candidate's application as well as any other individuals we deem appropriate to provide honest evaluations of each candidate's strengths and weaknesses. This crucial step protects the district as well as our firm.

CCSS then prepares a detailed reference report that includes three components:

1. Reference checks: Reference consultants call current and former supervisors and peers to obtain in-depth information about the candidates' work styles and accomplishments. About half of the contacted references are provided by candidates and about half are not on the list provided by the candidates. Responses are consolidated in a single narrative related to each question asked.

   The lead consultant follows up these reference calls by calling current and former supervisors to make certain that we have all of the crucial background information on the candidates.

2. Internet search: The reference report includes the results of an internet search of the media information related to the candidates' current and former college communities.

3. Background checks: CCSS conducts criminal and civil background checks on all finalists.

Serving California Community Colleges Since 1978

www.PPLPros.com

CALIFORNIA COMMUNITY COLLEGES CEO OPENINGS

Status 2014 – 2015 March 2015

Openings as of Spring 2014 (10)

District/College	Position	Start Date	Search Firm	Former CEO	Current CEO
CC League of California	Pres/CEO	1/15/2014	ACCT	Scott Lay	Thuy Thi Nguyen (I)
Coast CCD	Chancellor	9/1/2014	CCSS	Andrew Jones	Tom Harris (I)
Contra Costa College	President	1/20/2015	Open	Denise Noldon	Mojdeh Mehdizadeh (I)
Copper Mountain	Supt/Pres.	7/1/2014	PPL	Roger Wagner	Jeff A. Cummings (I)
Grossmont College	President	11/1/2014	CCSS	Sunita Cook	Tim Flood (I)
North Orange County CCD	Chancellor	2/1/2015	CCSS	Ned Doffoney®	Fred Williams (I)
Pasadena CCD	Supt/Pres.	8/31/14	Ralph Anderson	Mark Rocha ®	Robert B. Miller (I)
San Diego Cntr for Ed & Tech	President	7/1/2014	Internal	Anthony Beebe	Rudy Kastelic (I)
State Center CCD	Chancellor	4/25/2014	Open	Deborah Blue	Bill Stewart (I)
Yuba College	President	7/1/2013	Open	Kay Adkins	Jane Harmon (I)

Retirements Starting July 2014 (10)

District/College	Position	Start Date	Search Firm	Former CEO	Current CEO
Cerritos CCD	Supt/Pres.	7/1/2015	CCSS		Linda Lacey ®
Consumes River College	President	7/1/2015	Open		Deborah Travis ®
Cuyamaca College	President	7/1/2015	Open		Mark Zacovic ®
El Camino CCD	Supt/Pres.	2/1/2016	Open		Tom Fallo ®
Foothill/DeAnza CCD	Chancellor	7/1/2015	ACCT		Linda Thor®
Palomar College	Supt/Pres.	7/1/2015	Open		Robert Deegan ®
Redwoods CCD	Supt/Pres.	7/1/2015	Open		Kathryn Smith ®
Santa Monica CCD	Supt/Pres.	7/1/2015	Open		Chui Tsang ®
San Jose-Evergreen CCD	Chancellor	7/1/2015	Open		Rita Cepeda ®
West Hills College Lemoore	President	7/1/2015	CCSS		Don Warkentin ®

New President CEO Starting Spring 2014 (18)

District/College	Position	Start Date	Search Firm	Former CEO	Current CEO
American River College	President	7/1/2014	Internal	David Viar	Tom Greene
College of Alameda	President	7/1/2013	Internal	Jannett Jackson	Joi Lin Blake
Columbia College	President	2/1/2014	Ralph Anderson	Dennis Gervin	Angela Fairchilds
Los Angeles CCD	Chancellor	7/1/2014	ACCT	Daniel La Vista	Francisco Rodriguez
Los Angeles Harbor College	President	7/1/2014	ELS	Marvin Martinez	Otto Lee
Los Angeles Southwest Col	President	7/1/2014	ELS	Jack Daniels	Linda A Rose
Los Angeles Valley College	President	7/1/2014	ELS	Susan Carlio	Erika Endrijonas
Mira Costa CCD	Supt/Pres.	7/1/2014	PPL	Francisco Rodriguez	Sunita Cooke
Moorpark College	President	01/01/2015	CCSS	Pam Eddinger	Luis Sanchez
Riverside CCD	Chancellor	8/212014	Sperry McNaughton	Greg Gray	Michael Burke
San Bernardino Valley Col	President	5/15/2012	Internal	Deborah Daniels	Gloria Fischer
San Diego City College	President	5/1/2014	Internal	Terrance Burgess ®	Anthony Beebe
San Francisco CCD	Chancellor	5/15/2013	ELS	Thelma Scott-Skillman	Art Tyler
San Francisco CCD	Spec. Trust.	2/23/2015	PPL	Robert Agrella'	Guy Lease
Santiago Canyon College	President	8/1/14	Internal	Juan Vasquez	John Weispfenning
Siskiyous CCD	Supt/Pres.	7/1/2013	CCSS	Randall Lawrence	Scotty Thomason
Victor Valley CCD	Supt/Pres.	7/1/2014	PPL	Chris O 'Hearn ®	Roger Wagner
Woodlands College	President	7/1/2014	Open	Angela Fairchilds	Michael White

This list represents all CEO's starting in the January of 2014 or later. The mark ® signifies the person elected to retire.

(I) = Interim
(A) = Acting
® = Retiring

Donald F. Averill, President PPL

OBSERVATIONS ABOUT CEO SEARCH POOLS 2013

Donald F. Averill, Ed.D.

A couple of years ago, I prepared my observations about CEO pools and what was taking place in the CEO market. Since that time there has been an uptick in the turnover rate for presidents, superintendent/presidents and chancellors. In addition a major pension reform has been placed into statute in California which may significantly affect the playing field for new applicants. This paper is intended to provide an update to the previous report and address new trends in the CEO marketplace.

Our consulting firm, PPL tracks the turnover of chief executive officer in the California community colleges. This report will reflect on the last ten year period. Since joining Professional Personnel Leasing (PPL) in 2008, that report has been maintained on the PPL web site at www.PPLPros.com . PPL has been providing executive searches since 1978, accounting for many of the current CEO placements in California.

Several research efforts and articles have appeared in the community college educational press, in the ACCCA Report, CCLeague Report, and in the work of Terry O'Banion, CEO Emeritus of the League for Innovation. The last definitive report by the CC League was prepared by Rita Mize in the "CEO Tenure and Retention Study" 4th Update, January 2003 --- December 2006. This report has been the only definitive work that addresses tenure, demographics and the changing scene of our California CEOs.

Both the CCLeague and the PPL efforts in tracking changes have continued and tracks presidents of multi-college districts, Superintendent/Presidents, and Chancellors. The PPL report also includes the CEO of professional groups such as CCLeague and ACCJC. A copy of the May 2013 status report is appended to this article.

Based on these categories for tracking CEO turnover in California, there are currently 133 identified CEO positions. This includes 23 Chancellors of multi-college districts and 48 Superintendent/Presidents for a total of 71 community college districts. Fifty-eight (58) presidents serve in the multi-college campuses and there are four (4) provosts or CEO's The 133 functional CEO's would serve as the devisor in defining turnover percentages each year. However, five colleges were added to the total campus count in the last six years so that there is a slight skew in defining the ten year average. The State is experiencing approximately a 15 percent turnover in the CEO ranks each year which I would contend is fairly reflective of national turnover rates.

A great deal of concern was raised in the field in the 2007 -2008 fiscal year when 45 CEO's left their positions. This came to the attention of the group that was heading up the Community College Leadership Development Initiative (CCLDI) and, as a result, focus was strengthened on increasing the number of academic and leadership development activities for community college

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leaders available to those interested in filling leadership positions. Several positive efforts came from this movement which closed its operations in 2010.

- Increasing the number of staff development programs within the community colleges;

- Supporting the development of the Ed.D. program for educational leaders in the California State University System; and

- Initiating the Community College Leadership Academy that currently is operated out of the University of San Diego

- This effort has increased the available pool of new leaders in the state.as well as the work of the Association of California Community College Administrators (ACCCA) in providing for an outstanding mentoring program serving approximately 30 developing leaders each year; the initiation and operation of Administration 101 and now 201.

The chart below provides a picture of the turnover rates among the classifications of CEO's over the last ten years. I have listed the potential starting group for openings in 2011 – 2012 which is heading us toward another significant list of changes next year.

TEN YEAR TURNOVER RATE OF CEO'S
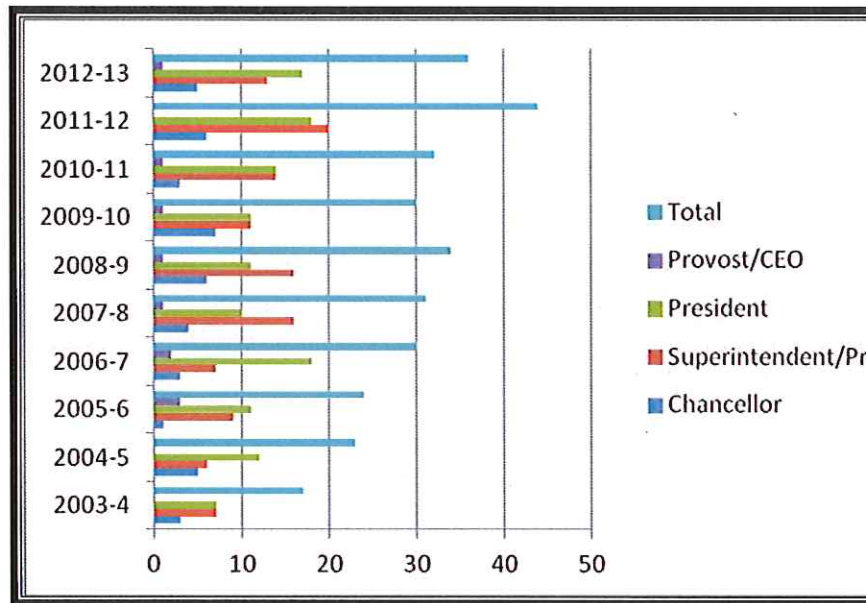
Several observations on the CEO turnover rate have been reported in articles on a national level, but there is no real identified reason for the spike in recent years. It is obvious that the rate of turnover has moved back to the average 15 percent level in the last few years. The last few years have seen a spike in retirement that to some extent has been attributed to the fiscal status of the community college budget. In the early studies the concerns were focused on several important concerns:

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- The gender distribution of CEO's – Over the years, the CEO position had been not only a male dominated position, but also weighted to the Caucasian ethnicity. Attention has been given to the issue of gender equity in the earlier reports. Some gain in gender equity has been realized, but the overall gain still does not match the gender or ethnicity distribution for the general population.

- Promotion has been given to diversity in the CEO pools –The effort on diversity extends over the ten year period I have reported. Originally there were big gains and now there is slippage in the diversity numbers: A picture of the current distribution as of 2012-13 is reported below:

  - Female   64   44%
  - Male   81   56%
  - Caucasian   101   69%
  - Hispanic   18   12%
  - African American   16   11%
  - Asian   10   6%

It is apparent that California has a long way to go to have the diversity of community college leadership reflect the population of the State. Part of this may be tied to the diversity of available new leaders, but there are many other contributing factors.

- Determining the turnover rate of CEO's – In the early studies by Rita Mize, a lot of work was completed to ascertain the turnover rate of CEO's in California and that was weighted against national averages. In the 5th version of the study from January 2007 to December of 2010 the turnover rate has been estimated to be at about 4.5 years for chancellors and superintendent/presidents. Campus presidents have an average of 3 years. However, when the community college CEO turnover is compared to that of the k-12, it is doing well. Currently the tenure expectance of a K-12 superintendent is 2.8 years.

- Determining the causes for leaving a position – When a decline in CEO tenure was originally realized, the studies tried to focus on why CEO's were moved out of their jobs. Some of this movement can be expected, based on the age of the population and the fact that the "baby boomers" are reaching retirement age. There has been a significant growth in actual retirements in the last five (5) years. When I first started reporting turnovers, there were generally about five CEO retirements and five CEOs who ran into difficulty and decided to move on. The rest of the pool played musical chairs, moving from one campus to another for advancement in responsibility or an increase in pay. Today that is significantly different and we are seeing a larger cohort of the CEO's who actually retire.

What are the major reasons for CEO turnover?

I have already addressed a couple of the reasons for turnover, but I will expand upon these causes below:

- Reaching retirement age – The leading reason is reaching retirement age and in California that is often measured by having reached 30 years of service. There is a point at which the

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retiree will lose money by continuing to stay in the system. Another factor is the stress level of the job which also causes retirees to go out of service after reaching age 60.

- Seeking growth in the CEO responsibilities – Not all those listed as CEO's in California actually function at that level. In the 23 multi-college districts there are 58 presidents that are actually chief administrative officers that report to a chancellor, not to a board of trustees. These CEOs might be expected to seek higher levels of responsibility and the presidency has served as the training ground for that effort. This same correlation can be made for both presidents and superintendents that want to move to the chancellor position.

- Losing the trust and confidence of the board of trustees – There are a number of causes for a CEO to lose the trust and confidence of the board, some brought about by personnel management skills, ethical conduct and, to some extent, the people skills of the CEO. This has not been a significant issue, but some cause for concern was raised when the 2009 -2010 retirement list had sixteen (16) CEOs that left employment before their contracts were completed. Current search committees will have several candidates that were forced out r resigned because of a loss in confidence either by the board or the CEO related to job performance.

- Board member misconduct or relations with the CEO – There has been a growing concern in the accreditation process related to board conduct, including unethical practices, micromanagement of the district by board members, special interest group support, board members with an axe to grind and, finally, the rogue board member who doesn't get along with the CEO or the other board members. Eventually, these instances may result in sanctions in the accrediting process. In recent years there has been an increased concern regarding the fiscal viability of the district and the work or the CEO or the board in carrying out their fiduciary responsibilities.

- Personal physical or mental health causes – There are a number of times that the CEO is going to have personal or family issues—i.e., related to physical and mental health involving themselves or a family member--that will lead to a retirement decision. This tragedy often occurs when the CEO waits too long and ends up seriously ill or dies shortly after leaving employment.

What does the applicant pool hold for the future?

California has seen a significant change in the administrative ranks and the pools of candidates that are applying for open positions. Several factors have affected who and why individuals will enter the CEO market. Some of the factors that may affect future pools are listed below. Several may dissipate as the field focuses more on leadership development on campus. :

- Age of the workforce – The average CEO today is 58 years old and many of the new CEO appointments are coming into those positions at 55 or older. Based on an average age of retirement of 63, these CEOs are going to generate a higher turnover. There is a positive observation in some of the recent appointments going to candidates that have the potential of serving for a longer period of time as a CEO.

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- Age of the executive level leader pool – Like the CEOs, the average vice president is also sitting in the 55 plus age category and many boards look to this level of experience in finding replacement personnel. This is specifically a problem in the administrative services area where districts are having difficulty finding viable candidates.

- Ability to acquire or retain tenure – California does not generally provide tenure to academic administrators. This was lost with the passage of AB 1725. Unless a person is able to get an administrative position in the district where s/he acquired tenure, tenure will be lost and many will not take that risk. This can result in some good potential leaders not wanting to move.

- Life-time health benefits for employees (and sometimes spouses –There are a number of districts that will give life time health benefits to employees who have had ten years or more of service in the district. Potential candidate who have these benefits are reluctant to make a move and lose these benefits. The current pressure to change pension costs to districts may remove this problem in future years. District that will change this perk will most likely implement it on new employees.

- Board expectation that a CEO will hold a doctoral degree from an accredited institution – Many boards place a higher than necessary expectation that their candidates will hold a doctoral degree. In some cases, this accomplishment is achieved in an academic discipline and some would posit that the degree does little to nothing to prepare the individual for community college leadership. Even the State regulatory minimum qualifications only call for a master's degree and encourage, but do not mandate, that administrators have business and leadership training. More attention needs to be given to experience and training in business and leadership skills.

- Boards place a priority on individuals with experience working with a board of trustees – Most boards want broadly experienced leaders and avoid selecting a person who has not had past responsibilities working directly with a board. Unfortunately, this restricts the number of potentially viable candidates and almost assures a board will select an older candidate, particularly for superintendent and chancellor positions. One of the realities in the selection process twenty years ago was that boards were willing to work with a candidate with potential rather than experience and, as a result, they were able to get candidates that would stay with the institution.

- Community college faculty experience– Many community college constituents place an inordinate value on the CEO having faculty experience and having that experience at a community college. This can be compounded where a constituent group wants that experience in instruction, rather than student services or administrative services. There is an assumption that having this experience will provide sensitivity to the teaching/learning process and an empathy with the community college student. While it is an important factor, the value placed on this requirement often outweighs the ability of the candidate to provide leadership to the institution.

- Dealing with the California syndrome – There is a prevailing opinion that California is so different and so complicated that individuals with experience outside of California will not

be able to hit the ground running. While there is a learning curve for administrators that have not had to deal with the California Education Code and Title 5, work with collective bargaining, or navigate the California brand of collegial consultation, there are many examples of out-of-state candidates who have brought new strength and vitality to the CEO position and the colleges they serve. Conversely, there is a propensity of some out-of-state candidates getting exasperated in dealing with the complexity of governance in California and leave in a few years to return to their former states.

- The California budget impact on search pools – The budget situation in most states is not a whole lot better than it is in California. One of the qualities of a crisis is that it creates opportunity and the person who is strong in dealing with people and change will thrive in this environment. One of the changes that can be seen in the pools during a fiscal crisis is more interest in the candidates that have strong business backgrounds with boards feeling some comfort in having someone that will focus on this aspect of the institution.

- Changes in the compensation package and perks- There have been a number of changes in the last ten years in the compensation packages for new CEOs. When we had the big turnover in 2007 – 2008, boards were increasing sitting CEO salaries to keep from losing quality leaders. This is not as much of a factor because the salaries are more competitive today. However a number of previously offered perks may not be in the mix now, including moving expenses, housing assistance, annuities etc. Based on the current economic climate and the "City of Bell aftermath," some serious discussion needs to take place regarding CEO compensation.

- The impact of pension reform on recruitment of future candidates – AB 340 will have some interesting impacts on candidate recruitment particularly for those that will be identified as new members of the public retirement system. That includes any candidate that first enters the system after January 1, 2013 or who has had a break of service from a California retirement system for one year. These individuals will have a reduced retirement earning since the maximum payout will be set at the contribution rate for the social security system which is set currently at $119,000 and will be adjusted each year based on the current CPI. This will probably be adjusted by increasing contributions to annuities for the employees which are considered defined contributions and do not have the same impact on the district unfunded liability as defined benefits.

- Dealing with short term employment of executive managers – A major change brought about by AB 340 is the ability of districts to employee interim managers when manager leave suddenly. There are two problems created. The former waivers for retirees to work in interim positions have been changed and such assignments have earning limits that discourage many considering these assignments. There is also an inequity regarding the earning limits between STRS and PERS. The STRS retiree is now limited to earning $41,011 a fiscal year and a PERS retiree is limited to 960 hours which could allow a PERS retiree to earn in excess of $170,000. Currently the legislature is not willing to address this issue so while cities, counties and other governmental agencies can deal with emergencies, schools have to struggle to find the expertise needed to get through difficult management situations.

There is a positive side to these factors that affect the composition of the pools. To some extent, change in the content and availability of leadership training has occurred, both within academia and on college campuses around the state. This focus on leadership across the campus provides a means of developing teams that can address the quality of education and seek ways of providing for continuous improvement within the institution. CEOs that understand the value of collegial consultation and collaboration will find colleagues that are prepared to enter into this type of leadership.

What is the value in using a search consultant?

There is some interesting movement in the CEO search market in recent years and the result has been a significant change in how search firms are used. California has become a competitive market. The CC League publication "Conducting a Successful CEO Search" indicates that the cost of using a search consultant is between $20,000 and $35,000. What is not described in this quotation is the depth or quality of the search.

This past year, there has been an increasing number of districts conducting searches internally and not using a search firm. The success of this process is still up for review. Some have had to go out a second or third time, or accept a less than adequate pool, particularly if there was an inside applicant. Both the federal Equal Employment Opportunity Act (EEO) and state legislation calls for an open search process and this may be better facilitated with the assistance of search consultants.

Several exceptional firms are providing services to the California community colleges and all of them will work to design a search process that will meet the needs of the district being served. There is a big difference in value added with a full, comprehensive search process. The Board needs to know what they are expecting out of the search and work with the firm to meet that expectation.

It is important to note that the cost of the search consultant does not constitute the entire cost of a search process. The average search this past year in California has been between $24, 0000 and $26,000. On top of that cost is the design and development of the applicant brochure, the printing, advertising and coordination of the search process. Unless specifically delegated to the search firm, these tasks and attendant costs fall upon the District.

There is a specific value in using a search consultant that will help the district to have a successful search. The leading points include the following:

- A CEO search is different than searches for other professional employees. This person will work with the board of trustees and needs to have a trust and confidence level with the Board to enable them to work as a team to administer the district. Search consultants build those resource pools. It is not just a case of advertising and the candidates will come.

- In a full and comprehensive search, the consultant will learn about your campus and can assist the board and the campus community is defining the challenges and opportunities that a candidate will have to address to be successful.

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- The search consultant can work with the district to develop the resources that will be provided to the candidate and ensure that all candidates have equal access to those resources through current web page technology.

- The consultant can work with the college constituency and the search committee to be sure that they stay focused on the qualities of leadership sought and define what the college needs in an effective candidate.

- A professional consultant works within the guidelines of the federal Fair Credit Reporting Information Act and manages the reference checking process to maintain confidentiality and to protect the rights of the candidate. If properly managed, the confidentiality of candidates can be better maintained.

- The consultant can support the Human Resources staff in managing the process and identifying appropriate evaluation tools with the search committee and the board of trustees.

- Consultants are often better equipped to know the current market rates, salaries and perks that will assist in drawing an experienced and qualified pool. Knowledge of these parameters will help a district negotiate a beginning contract.

- Based on the need of the board of trustees the consultant can work with the candidate to complete the final contract and to facilitate the transition into the new position.

What can the board of trustees do to strengthen the selection process?

The most important point for a board of trustees to remember is that the CEO is your only employee. It is important that a person be selected who can earn the trust and confidence with the board to work as a team to provide leadership to the district. The American Governing Boards list of the ten responsibilities of the board identify that one of the most important responsibilities is the selection of the chief executive officer. With these two points in mind, let's share some ideas on strengthening the selection process.

- Get your act together so you can function effectively as a team – The board needs to take on the task of a CEO search with a good understanding and agreement about what it is that you expect out of your future CEO. Remember that candidates are interviewing you at the same time they are being interviewed by you. They have to be comfortable that there is an effective working relationship that will contribute to the success of the institution.

- Resolve dysfunctional or unethical board practices before starting a search – More CEO failures take place because a board is not functioning as a team and refuses to delegate authority to the CEO to define the goals of the institution and be held accountable for them. The Board needs to resolve these issues especially if the last CEO left because of a dysfunctional relationship

8

- Remember the CEO is your employee - The CEO is being selected to work for and with you, not for the constituent groups. Discuss and plan your needs for a CEO. Seek input and consultation with your constituent groups, but remember the final decision belongs to the Board. You need to define how many candidates the board wants to interview, determine the qualifications that are important to you, and insist that the search committee send an unranked and qualified list of candidates for the board to make their selection.

- Be considerate of the confidentiality of the candidates – The greatest difficulty in getting qualified candidates is protecting their confidentiality until they are in the final pool. The consultant can assist in this process, particularly with the search committee, but many top candidates are reluctant to get into a search process if they feel the word will get back to their campuses. Sitting CEO's have lost their jobs over this issue even when they did not make the final list of candidates.

- Think positively about the issue of tenure for a CEO – If the college is small, or the district is concerned about someone who will stay with the college, you may have to consider potential over experience. Doctoral degrees and instructional experience alone do not make a good leader. You need to be satisfied that the CEO is competent, has a compassion for learning and has leadership skills to move the college forward toward continuous improvement.

- Consider the issues of housing, moving and living in your community – Most boards would like to have their CEO living in the community, but employment law does not allow you to set this requirement. With that in mind, you may have to consider assistance with moving and housing and at best you should spend time with the candidate defining your expectation for participation in the community and at the state and national level.

There are many other areas of discussion that can be added to this process of selecting a new CEO. The most important tasks are to define your needs, communicate them to your candidates and select a candidate with whom the whole board can build trust and confidence to create a solid team. Most of all, when you make the final selection, the board needs to be unanimous in support of its candidate.

Many of you will be going out for searches this coming fiscal year. We are currently at 21 announced openings at the time of this writing. Hopefully the discussion in this paper will assist you in getting off on the right track. May each of you have a successful search process!

=30=

TOOL #5

RUBRIC FOR EVALUATING CANDIDATES

	Unaligned (Score 1 of 4)	Minimally Aligned (Score 2 of 4)	Mostly Aligned (Score 3 of 4)	Completely Aligned (Score 4 of 4)
COMMITTED TO STUDENT ACCESS AND SUCCESS				
• What specifically has the candidate done to demonstrate dedication to improving student access and success? • What most motivates this candidate to want to lead the community college? • How important are student access and success as compared to other motivators, such as salary and status, which come with the position? *Consider the emphasis the candidate places on different accomplishments, as well as the degree of specificity he/she uses to describe student access and success challenges and accomplishments.*	Improving student access and success is not a top priority for the candidate.	Improving student access and success is among the candidate's top stated goals, but the candidate's record of achievement suggests other, more important priorities.	Improving student access and success is among the candidate's top three goals, and the candidate has demonstrated as much success in achieving that goal as others.	The candidate is passionate about and committed to student access and success above all else, and has a record of consistently taking specific actions that reflect a student access and success orientation.
TAKES STRATEGIC RISKS				
• How willing is the candidate to take significant risks (especially relative to the prevailing culture) to improve student outcomes? • Does the candidate present as risk-averse, risk-tolerant, or risk-taking? • When the candidate has taken risks, what steps did he/she take to assure that the risk would yield the desired outcomes? • Is this a resilient person who learns from past mistakes to improve?	Candidate is risk-averse, almost always choosing not to "rock the boat".	Candidate understands the need for prudent risk-taking, and can offer a few examples of having done so to benefit relatively few students.	Candidate not only understands the need to take risks, but can point to significant examples of doing so to advance the access and/or success of significant numbers of students.	Candidate has taken strategic risks in multiple cases that ran counter to common practice, were strategically designed to accomplish goals, and were successful in improving student access and success at broad scale.

RUBRIC FOR EVALUATING CANDIDATES

	Unaligned (Score 1 of 4)	Minimally Aligned (Score 2 of 4)	Mostly Aligned (Score 3 of 4)	Completely Aligned (Score 4 of 4)
BUILDS STRONG TEAMS				
• Has the candidate built a team of leaders that shares his/her philosophies and extends his/her reach across the institution and community? • Does the candidate have a history of collaboratively working with faculty and staff (including the faculty senate and union leadership) to improve student learning and completion? • How has the candidate collaborated—and, beyond that, created a culture of collaboration—to ensure broad agreement about reforms? • To what extent does the candidate take most of the credit, versus sharing credit, for success? Who gets the blame when something goes wrong?	Candidate has little strategic vision for building a senior staff or engaging faculty and staff as partners in achieving student access and success goals.	Candidate demonstrates open-mindedness toward other leaders, faculty, and staff, but has a record of generally working with "true believers," rather than helping to shape and collaborate with leadership, faculty and staff broadly.	Candidate has the ability to understand the concerns of other leaders, faculty, and staff and work with them to create and execute plans in ways that improve student access and success.	Candidate has exceptional ability to build a senior team and to work with faculty and staff to create an institution-wide culture of involvement and collaboration that, in turn, regularly results in significant improvements in student access and success.
ESTABLISHES URGENCY FOR IMPROVEMENT				
• What in the candidate's experience suggests an understanding of the need to create urgency for executing strategic plans and the capacity to build a shared sense of purpose across the college or the community? • Does the candidate embrace the need to disrupt the status quo by acknowledging serious shortcomings in student access and success, without laying blame? • Does the candidate have a history that suggests a willingness to consistently rally people around a major goal for improvement?	Candidate has very limited or no understanding of the need to build and sustain urgency in order to lead institution-wide or community-wide reform.	Candidate understands the need to build urgency, and can demonstrate limited accomplishments in doing so within an institution or across a community to facilitate modest change.	Candidate understands the need for urgency, and has effectively done so on more than one occasion to inspire and achieve significant change at the institution and/or community level.	Candidate understands the need to build and maintain urgency and has consistently demonstrated the ability to lead efforts that quickly led to significant improvements in student access and success.

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	Unaligned (Score 1 of 4)	Minimally Aligned (Score 2 of 4)	Mostly Aligned (Score 3 of 4)	Completely Aligned (Score 4 of 4)
PLANS LASTING INTERNAL CHANGE				
• Does the candidate have the ability to develop a successful strategy for change likely to result in college-wide improvements in student access and success? • What plans has the candidate helped lead or develop that have resulted in scaled, sustainable improvements in student outcomes? • What does the candidate perceive are the key steps to effecting culture change within a complex organization? What has the candidate learned about how to lead large-scale change initiatives? *Look for evidence that the candidate understands the dual need for focused, clear, actionable plans and broad buy-in for change. Primary contexts within which candidates might pursue such goals are strategic planning and reaccreditation efforts.*	There is very limited or no evidence that the candidate's efforts to lead strategic planning resulted in significant improvements in student access and success.	Candidate has engaged in strategic planning aimed at improving student access and success, but can provide few concrete examples of those plans resulting in improved student outcomes.	Candidate has engaged in strategic planning that has, at times, resulted in significant improvements in student access and/or success.	Candidate has a history of strategic planning that has in multiple instances resulted in large-scale reform leading to significant improvements in student access and success.
RESULTS-ORIENTED				
• Does the candidate have a history of ensuring that solid evidence/data on student outcomes as well as program and institutional effectiveness are collected and acted upon? • What measures would the candidate use to evaluate student access and success? • Look for specific examples of how he/she has evaluated the success of major initiatives and has used information to inform changes in course, especially when evaluations suggested ineffective, unsustainable, or non-scalable programs.	Candidate demonstrates little facility with using data and evidence and little interest in rigorous assessment of program/institutional effectiveness.	Candidate demonstrates some facility with using data and evidence, has some history using data to assess program or institutional effectiveness, and has used assessments to inform modest change.	Candidate is drawn to using evidence and has on multiple occasions intentionally changed large-scale efforts as a result of strong evaluation practices.	Candidate has a mature and advanced understanding of evidence and evaluation and knows how to use data and evidence to drive continuous improvement in major initiatives.

THE ASPEN INSTITUTE
COLLEGE EXCELLENCE PROGRAM

RUBRIC FOR EVALUATING CANDIDATES

	Unaligned (Score 1 of 4)	Minimally Aligned (Score 2 of 4)	Mostly Aligned (Score 3 of 4)	Completely Aligned (Score 4 of 4)
COMMUNICATES EFFECTIVELY				
• Can the candidate boil down complex issues to convey their importance to stakeholder groups with divergent perspectives and interests? • Can the candidate provide significant examples of having successfully communicated the importance of a change agenda to secure support from diverse stakeholder groups? • Does the candidate's communication ability include a willingness and ability to listen?	Candidate did not demonstrate effective strategic communication abilities.	Candidate demonstrates reasonably strong communication skills but cannot provide many good examples of strategically communicating to achieve goals.	Candidate has strong communication and listening skills and can demonstrate some evidence of using those skills to advance strategic interests.	Candidate is a very strong communicator and can demonstrate consistent ability to communicate effectively with multiple stakeholder groups to advance strategic interests.
FINANCIAL AND OPERATIONAL ABILITY				
• What are the candidate's strengths and weaknesses in ensuring the fiscal stability of an institution? In leading organizations (or units) that effectively implemented programs and processes? • Consider whether the candidate has faced complex implementation challenges and can articulate steps he/she took that led to success—and which ones led to failure—in the face of such challenges. • What has the candidate's record been for ensuring the sufficiency of resources for operations?	Candidate is not able to articulate examples of having led successful implementation of change efforts.	Candidate can point to limited success in implementation of change efforts, but cannot effectively identify why or how they worked.	Candidate is committed to, can intentionally guide, and has examples of successful large-scale change implementation efforts.	Candidate has an advanced capability to implement change initiatives, and provides multiple examples of having done so.

THE ASPEN INSTITUTE
COLLEGE EXCELLENCE PROGRAM

	Unaligned (Score 1 of 4)	Minimally Aligned (Score 2 of 4)	Mostly Aligned (Score 3 of 4)	Completely Aligned (Score 4 of 4)
ENTREPRENEURIAL FUNDRAISER				
• Does the candidate have a strong track record/capacity to secure public funds for his/her institution? • Does the candidate reveal a strong entrepreneurial capacity to raise or generate funds and other resources from private entities (e.g., corporations, foundations, and individuals)? • Does the candidate align their fundraising and resource development with student access and success goals? *Look for concrete examples of specific and successful fundraising efforts. Also look for those that resulted in improved access and success for large numbers of students.*	Candidate is not able to provide examples of successful fundraising efforts.	Candidate is a reasonably good fundraiser but rarely (if ever) raises funds with student access and success in mind.	Candidate is a good fundraiser and at times targets fundraising at student access and success goals to impact large numbers of students.	Candidate is an entrepreneurial fundraiser and has used that ability to make large, demonstrable impacts on investments in student access and success.
DEVELOPS EFFECTIVE EXTERNAL PARTNERSHIPS				
• Does the candidate define student success in reference to goals like success in employment or transfer/attaining a bachelor's degree, or solely according to what happens while students are on campus? • What specific experience does the candidate have in building successful initiatives with organizations essential to students' fulfilling their goals (i.e., K-12 schools, employers, community-based organizations, four-year colleges)? • Does the candidate have a vision for building partnerships with outside entities likely to result in scaled and sustainable opportunity for many more students to succeed? What is that vision, and how has he/she taken steps to make that vision a reality? *Determine the candidate's capacity to build new partnership structures that engage the community college in ways designed to improve access and success for large numbers of students.*	Candidate's vision is campus-centric, such that he/she does not believe the college is responsible for student readiness or for outcomes after graduation and lacks a vision that includes working with external stakeholders on student access and success.	Candidate is willing to engage in partnerships with outside entities to improve student success, but expectations of and investments in those partnerships have been limited.	Candidate has a vision and some concrete experiences that reveal a capacity to build new structures and partnerships to improve student success.	Candidate possesses the vision and track record needed to create and sustain new structures and partnerships with multiple entities that enable dramatically higher numbers of students to achieve their educational goals.

BOARD OF TRUSTEES INTERVIEW
EL CAMINO COMMUNITY COLLEGE DISTRICT
SUPERINTENDENT/PRESIDENT

Primary Objective

1. Hire the best candidate to serve as your next Superintendent/President of El Camino College.

2. Employment to start January 1, 2016.

   - Our firm is prepared to assist the Board in accomplishing aforementioned objectives. If selected, the Ralph Andersen & Associates Search Team will partner and act as staff for the Board of Trustees and Vice President of Human Resources and handle all aspects of the search process as outlined in our proposal.

   - Ralph Andersen & Associates is a national search firm and has been providing practical, responsive executive search and management consulting services since 1972. We will partner with the Vice President of Human Resources and Search Committee to identify and recruit highly qualified candidates based on the qualifications identified in the recruitment brochure.

Why should you hire an executive search firm? We will bring the following added value to the entire search process by working closely with your Vice President of Human Resources and the Superintendent/President Search Committee.

1. Personally outreaching to qualified candidates through in-person, telephone contact, letters of invitation, and nominations received from highly regarded professionals in the field of education.

2. Targeting outreach to attract candidates from other California Community College Districts as well as candidates from across the United States from other Community Colleges, Four (4) year Colleges and Universities, and private and public institutions.

3. Screening and narrowing the field of candidates to those that most closely match the needs of the District based on extensive reference checks and personal interviews with candidates and sending search correspondence to candidates throughout the process.

4. Overseeing all aspects of the recruiting process, including the first level screening of the resumes and assisting with the Semifinal interviews.

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5. Safeguarding the integrity and confidentiality of the search process.

6. Handling internal and external political issued that may face the Search Committee.

7. Guiding and assisting with the final interview process.

8. Conducting in-depth reference and verifications checks on the finalist candidates, including education verification, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of these verifications will be discussed with the Board of Trustees at the appropriate time.

9. Frequent updates to the Board of Trustees throughout the recruitment process.

Objective

- Hire the best candidate to serve as your next President of El Camino College.

- Employment to start January 1, 2016.

Handouts

- Search Committee Binder Outline

- Early Alert

- Copies of Invite Letters to Apply & Nominate

- Sample Confidential Report

- Sample Reference Report

- Proposed Final Interview Schedule

    - Full Day

    - Half Day

El Camino Community College District
Superintendent/President
Search Process
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A Tradition of Excellence Since 1972

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Superintendent / President
Outstanding Career Opportunity

The Board of Trustees of the El Camino Community College District (single campus) announces the search for its next Superintendent / President .

Ralph Andersen & Associates is assisting the Board in its search and selection process. A search committee has been formed, and additional information about this position is available by request. We anticipate the new Superintendent / President will start on January 1, 2016.

Interested candidates are strongly encouraged to contact Stan Arterberry, Ralph Andersen & Associates at 916/630-4900 or via cell phone at 707/567-4402 for more details. An informational brochure can be found under the Career Opportunities tab on our website, www.ralphandersen.com.

Ralph Andersen & Associates
Executive Search Consultants
www.ralphandersen.com
(916) 630-4900

Stan Arterberry	Nicki Harrington
Project Director	Co-Project Director

April 5, 2015

Dear :

Your name has been given to us as a potential candidate for the position of President of El Camino College. Ralph Andersen & Associates is assisting the Trustees of the District in the recruitment for this position. We are confident that as you review the enclosed brochure you will find the position a very exciting opportunity.

Established in 1947, El Camino College (ECC) has earned a solid reputation as one of the state's most successful community colleges. The El Camino Community College District is located in the southwestern corner of Los Angeles County, also known as the "South Bay," encompassing eight cities and one unincorporated area of Los Angeles County: El Segundo, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lennox, Manhattan Beach, Redondo Beach, and Torrance. In 2006, a partnership with the Compton Community College District established the El Camino College, Compton Educational Center. One of 112 public community colleges in California, approximately 25,000 students enroll at ECC and approximately 8,000 enroll at the Compton Educational Center each fall and spring semester. The College has earned a reputation as a premier educational institution providing a pathway for achievement and success for students of all ages and from all walks of life.

The District employs 335 full-time faculty, 585 part-time faculty, 405 classified employees, and 56 administrators/managers.

The Trustees, assisted by a diverse and inclusive Advisory Search Committee, have identified and articulated a number of characteristics desired in the College's next President. The Trustees expect the new President to provide strong leadership in a variety of areas while working collaboratively in a true model of shared governance. If you are interested, we encourage you to submit your credentials for consideration. Application instructions can be found under the Career Opportunities tab on our website www.ralphandersen.com.

The Trustees are prepared to offer a highly competitive compensation package. Benefits provided by the District include life insurance for the employee and a comprehensive health plan, dental coverage, vision, and employee assistance for eligible dependents. In addition, the District offers a voluntary IRC 125 plan and IRC 475 deferred compensation plan and CalPERS or CalSTRS retirement planning options. This is a confidential search and will be handled as such until strong mutual interest exists and current references need to be checked. As the closing date for the submission of an application is **August 14, 2015**, we urge you to apply as soon as possible.

Please feel free to contact either Stan Arterberry or Nicki Harrington if you have any questions. We are happy to talk with you away from your work setting, in the evening or on the weekend to protect the confidentiality of your inquiry. For your personal use, our after-hours contact numbers are 707/567-4402 for Stan Arterberry and 530/277-8690 for Nicki Harrington. Teresa Heple or Diana Haussmann, in our corporate office (916/630-4900) would be pleased to schedule a mutually agreeable time for an initial discussion.

On behalf of the Trustees of the El Camino Community College District we sincerely hope you will find this an important and exciting leadership opportunity. We look forward to hearing from you.

Sincerely,

Stan Arterberry   Nicki Harrington

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5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765 Phone: 916/630-4900 Fax: 916/630-4911 Website: www.ralphandersen.com

April 5, 2015

Dear :

As a leader with interest in and knowledge of the educational field, we would like to ask your assistance in recommending potential candidates that may be interested in an outstanding career opportunity. Ralph Andersen & Associates is assisting the El Camino Community College District in the recruitment for the position of **President of El Camino College and Superintendent of the El Camino Community College District.**

Established in 1947, El Camino College (ECC) has earned a solid reputation as one of the state's most successful community colleges. The El Camino Community College District is located in the southwestern corner of Los Angeles County, also known as the "South Bay," encompassing eight cities and one unincorporated area of Los Angeles County: El Segundo, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lennox, Manhattan Beach, Redondo Beach, and Torrance. In 2006, a partnership with the Compton Community College District established the El Camino College, Compton Educational Center. One of 112 public community colleges in California, approximately 25,000 students enroll at ECC and approximately 8,000 enroll at the Compton Educational Center each fall and spring semester. The College has earned a reputation as a premier educational institution providing a pathway for achievement and success for students of all ages and from all walks of life.

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If you have candidates whom you wish to nominate, please send their name(s) and contact information to Stan Arterberry, Senior Consultant, Ralph Andersen & Associates, 5800 Stanford Ranch Road, Suite 410 Rocklin, Ca 95765 or by email to stan.arterberry@ralphandersen.com.

Your nominee may contact either Stan Arterberry or Nicki Harrington if they have any questions. We are happy to talk with them at any time, including evenings and weekends. For your and their personal use, our after-hours contact numbers are 707/567-4402 for Stan Arterberry and 530/277-8690 for Nicki Harrington. Teresa Heple or Diana Haussmann, in our corporate office (916/630-4900) would be pleased to schedule a mutually agreeable time for any discussion, or just call one of us directly.

On behalf of the Trustees of the El Camino Community College District we sincerely hope you will find this an important and exciting leadership opportunity and will assist us by nominating highly qualified individuals for the position. We look forward to hearing from you.

Sincerely,

Stan Arterberry   Nicki Harrington

A   T r a d i t i o n   o f   E x c e l l e n c e   S i n c e   1 9 7 2

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CANDIDATE REPORT
EL CAMINO COMMUNITY COLLEGE DISTRICT
SUPERINTENDENT/PRESIDENT

DR. T. C. CANDIDATE

CONFIDENTIAL REPORT

Candidate Report prepared by Stan Arterberry

Current Position		Previous Position	
President Any Town College Any Town, CA	9/95 – Present	Consultant Private CPA Firm Any Town, CA	(1/93-9/96)

Education and Background Check

Education Verification

- Bachelor of Science in Business Administration, California State University, Hayward, Awarded 3/20/87.

- Ph.D., Sacramento State University, Awarded 8/30/11

Certificate Verification

- Dr. Candidate possesses a valid California CPA license #123456, Expiring 5/2013. The record is clear.

Background and Credit Check (for last 7 years)

- **Criminal Record** – No criminal record found in Placer County, California.

- **Civil Litigation Search** – No civil record found in Placer County, California or in the California Northern District.

- **National Sex Offender Database** – No records found.

- **National Wants and Warrants** – No wants or warrants found.

- **Driver's License** – Dr. Candidate possesses a valid California driver's license expiring 1/30/2015. The record is clear.

- **Credit Report** – Dr. Candidate's credit report shows 10 trades, no current negatives, no public records and no collections.

Internet Records Search

- **Lexis-Nexis** – Nothing negative found.

- **Newspaper Search** – Nothing negative found.

- **"Google" Search** – Nothing negative found.

EL CAMINO COMMUNITY COLLEGE DISTRICT
SUPERINTENDENT/PRESIDENT
REFERENCE REPORT

CANDIDATE: DR. T. C. CANDIDATE

Candidate: Dr. Candidate

Calls were placed to references identified by the candidate and to references that were selected by the Search Consultant. Phone interviews were conducted with the individuals listed below to gather information concerning the character, leadership, management skills, professionalism and ability of the candidate to perform the duties of Superintendent/President.

References Provided by Candidate

These references were provided by the candidates. References will be identified by name, title and relationship to the candidate

References Selected by Search Consultant

These references were identified and provided by the Search Consultant. References will be identified by name, title and relationship with candidate

Reference Overview

A summary narrative based on the comments received from the reference identified above

Job Knowledge & Strengths Relative to the Position

A summary narrative of the candidate's employment knowledge and known strengths in relationship to the position.

Known Weaknesses/Controversies

A summary narrative of any known weakness or controversies that may impact candidate's apply to perform the responsibility of the position

Search Consultant Recommendation

Search consultant will provide a professional recommendation based information gather through the reference checking process.

El Camino Community College District
Proposed Superintendent/President

Board of Trustees
Final Interview Daily Schedule

Time	Activity	Group	Location
8:15-8:30 a.m.	Arrive and Review Day's Schedule	Candidate and Search Consultant	
8:30-9:10 a.m.	Meeting	Superintendent/President's Direct Reports and Executive Staff	
9:10-9:55 a.m.	Campus Tour	College Assigned Staff	
9:55-10:05 a.m.	Break		
10:05-10:45 a.m.	Meeting	Academic Senate Executive Officers	
10:45-11:25 a.m.	Meeting	Associated Students CC Executive Officer	
11:25 a.m.-12:40 p.m.	Lunch/Break	College Foundation	
12:40-1:40 p.m.	All College Forum	College Community	
1:40-2:20 p.m.	Meeting	Faculty Union Executive Officers	
2:20-3:00 p.m.	Meeting	Management Association	
3:00-3:40 p.m.	Meeting	Confidential Representatives	
3:40-4:20 p.m.	Meeting	Classified or Union Executive Officers	
4:20-4:40 p.m.	Break		
4:40-6:10 p.m.	Interview*	Board of Trustees	
6:10-7:10 p.m.	Reception** or Dinner***		

Closed Session
**Open to District Community*
***By Invitation from the Board of Trustees*

Half-Day Schedule
Superintendent/President Search
Day One

	Time	Activity	Group	Location
First Candidate	1:00 – 1:15 PM	Arrive and Review Day's Schedule	Candidate and Search Consultant	Board Room
	1:15 – 2:00 PM	Campus Tour	Public Affairs	Campus
	2:00 – 2:55 PM	Meeting	President Direct Reports and Executive Staff	Board Room
	3:00 – 3:55 PM	Meeting	College Council	Board Room
	4:00 – 5:00 PM	All Campus Forum		S 201 or S 202

Half-Day Schedule
Superintendent/President Search
<u>Day Two</u>

	Time	Activity	Group	Location
Second Candidate	8:00 – 8:15 AM	Arrive and Review Day's Schedule	Candidate and Search Consultant	Board Room
	8:15 – 9:00 AM	Campus Tour	Public Affairs	Campus
	9:00 – 9:55 AM	Meeting	President Direct Reports and Executive Staff	Board Room
	10:00 – 10:55 AM	Meeting	College Council	Board Room
	11:00 – 12:00 PM	All Campus Forum		S 201 or S 202

	Time	Activity	Group	Location
Third Candidate	1:00 – 1:15 PM	Arrive and Review Day's Schedule	Candidate and Search Consultant	Board Room
	1:15 – 2:00 PM	Campus Tour	Public Affairs	Campus
	2:00 – 2:55 PM	Meeting	President Direct Reports and Executive Staff	Board Room
	3:00 – 3:55 PM	Meeting	College Council	Board Room
	4:00 – 5:00 PM	All Campus Forum		S 201 or S 202

Half-Day Schedule
Superintendent/President Search
<u>Day Three</u>

	Time	Activity	Group	Location
Fourth Candidate	8:00 – 8:15 AM	Arrive and Review Day's Schedule	Candidate and Search Consultant	Board Room
	8:15 – 9:00 AM	Campus Tour	Public Affairs	Campus
	9:00 – 9:55 AM	Meeting	President Direct Reports and Executive Staff	Board Room
	10:00 – 10:55 AM	Meeting	College Council	Board Room
	11:00 – 12:00 PM	All Campus Forum		S 201 or S 202

	Time	Activity	Group	Location
Fifth Candidate	1:00 – 1:15 PM	Arrive and Review Day's Schedule	Candidate and Search Consultant	Board Room
	1:15 – 2:00 PM	Campus Tour	Public Affairs	Campus
	2:00 – 2:55 PM	Meeting	College Council	Board Room
	3:00 – 3:55 PM	Meeting	Coordinating Committee Representatives	Board Room
	4:00 – 5:00 PM	All Campus Forum		S 201 or S 202

Half-Day Schedule
Superintendent/President Search
<u>Day Four</u>

Time	Activity	Group	Location
8:00 – 8:30 AM	Arrive and Review Day's Schedule	Board of Trustees	Board Room
8:30 – 10:00 AM	Interview Candidate 1	Board of Trustees	Board Room
10:15 – 11:45 AM	Interview Candidate 2	Board of Trustees	Board Room
11:45 – 1:00 PM	Lunch	Board of Trustees	Board Room
1:00 – 2:30 PM	Interview Candidate 3	Board of Trustees	Board Room
2:45 – 4:15 PM	Interview Candidate 4	Board of Trustees	Board Room
4:30 – 6:00 PM	Interview Candidate 5	Board of Trustees	Board Room
6:00 PM	Dinner and Deliberations (May continue to next day if needed)	Board of Trustees	Board Room

Interviews with the Board

Why Do Some Community College CEO Searches Fail

- Failure to expose the opportunity to the right audience.

- A disagreement within the organization relative to expectations for the next CEO.

- Too great of a gap between the level of qualifications desired in a new CEO and the institution's ability to adequately remunerate the CEO's with his/her level of expertise

- Lack of adequate fixed timetable for the search process.

- Failure of the institution to focus on recruiting top candidates rather than on eliminating less qualified individuals.

- Lack of effective references and background investigation

- Ineffective negotiating.

Richard Allen, President, RPA Inc.

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