College Presidential Search Through an Equity Lens

Process Steps	Equity Considerations	To Learn More
Preparing for the search	In addition to required compliance based *Higher Ed Works* training has the Board completed training in *Equitable Hiring*, *Unconscious Bias*, and *Equitable Decision Making*? Has the board explicitly communicated statements of how diversity, equity, inclusion, and antiracism will be incorporated in each step of the process? Has the board benchmarked recent peer college presidential searches? Has the board identified two members with the required knowledge, skill, values, and commitment to lead the process? While the process may be supported by a search consultant, the board is ultimately responsible. Is there a process established and communicated to, throughout the process, provide regular updates to the college and external community, and to receive feedback? Has the board connected with key advisors including the district's Head of Human Resources, head of Diversity Equity, and Inclusion, and Assistant Attorney General?	• Review your district's hiring procedures through the Human Resources Department, Diversity Equity and Inclusion office, and your Assistant Attorney General. • Boards anticipating a presidential search are advised to complete **Unconscious Bias Training** and **Equity in Hiring Training** within the previous two years. Boards are advised to work through their District President to access training material from their College's Diversity, Equity, and Inclusion team. If material is not locally available boards are advised to contact Kim Tanaka, Director, Washington State Association of College Trustees, (ktanaka@sbctc.edu, 360-704-4307) to identify additional options. • Boards who anticipate conducting a presidential search are advised to review peer district benchmarks through board chairs and presidential search web pages. For references to recent presidential searches in the WA State system contact Kim Tanaka, Director, Washington State Association of College Trustees, (ktanaka@sbctc.edu, 360.704.4307) • Executive Leadership Transitioning at Community Colleges https://www.acct.org/node/221 • ACCT Searches Resources for Boards https://acctsearches.org/search-guidance/ • Consider how equitable decision making will take place at every step of the process. Here is one example: https://www.clark.edu/about/governance/shared-governance/EquitableDecisionMakingTool.pdf

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Selecting a search firm	Among other requirements is the selection of search firm explicitly based on: proven use of an equity lens to guide search process, procedures, and policies; proven track record of employing creative strategies, research techniques, channels, and methods in recruitment; demonstrated ability to make successful presidential placements in higher education?	• Review your district's contracting procedures through the Human Resources Department and your Assistant Attorney General. • Benchmark peer district search firm selection process and outcomes.
Selecting a search advisory committee	Does the committee reflect all key internal and external stakeholders? Is there an inclusive and equitable selection process for all internal and external committee member? In addition to required compliance based *Higher Ed Works* training has the committee completed training in *Equitable Hiring*, *Unconscious Bias*, and *Equitable Decision Making*?	• Review your district's policy regarding search advisory committees. Here is one example: https://www.clark.edu/about/governance/public-disclosure-and-records/adminProcedures/600/610/index.php#610025
Conducting the search	Are explicit steps being taken to ensure outreach to diverse communities? Is the makeup of candidate pool being evaluated for composition of diverse candidates? Are all candidates being provided with the same information? Are all candidates being processed through the search firm vs on the side through the board or college?	• Review your district's hiring procedures through the Human Resources Department, Diversity Equity and Inclusion office, and your Assistant Attorney General.

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Interviewing and evaluating candidates	Are interview questions developed and administered consistently and with consideration for equity? Are interviews set up (timing, technology, location, etc.) to ensure they are accessible to all? Is inclusion considered in providing the opportunity for all key constituencies to interview the candidates? Are inclusive internal and external forums conducted to provide opportunity for the community to interact and provide feedback on the candidates? Is equity being considered in the process of evaluating candidates' responses? Are considerations made for candidate's partners in any visits to the college and community? and, are candidates and partners provided complete information regarding community demographics, strengths, challenges, and resources of interest to them to help in their evaluation? Does the evaluation of finalists include a structured visit to their college using respectful and equitable methods to evaluate their work in situ?	• Review your district's hiring procedures through the Human Resources Department, Diversity Equity and Inclusion office, and your Assistant Attorney General.

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Onboarding	Is there equitable consideration for the needs of the successful candidate and their families with respect to their physical move into the community. Is a customized onboarding plan created (shared by the board and the president's cabinet) taking into consideration equity in the introduction of the successful candidate to the college and the community? Is there ongoing monitoring and follow up on this plan with the new president throughout the first year of their appointment? Is there an agreed upon work plan for the first year that will form the basis for the new president's first year evaluation?	• Executive Leadership Transitioning at Community Colleges https://www.acct.org/product/executive-leadership-transitioning-community-colleges-2018 • Evaluating the CEO https://www.sbctc.edu/resources/documents/about/trustees/ceo-performance-evaluation.pdf
Continuous Learning	Have best practices and lessons learned been documented and incorporated into policy for future searches?	• Additional resources on equitable practices can be found at: https://www.sbctc.edu/about/edi/