



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

BOARD OF REGENTS

Note: SMALL CAPS TYPE indicates proposed new material added to existing policy; strike type indicates proposed deletions from existing policy.

3. OFFICERS OF THE UNIVERSITY AND ADMINISTRATION

Regent Policy 3.C: Searches for Officers of the University and Chancellors

3.C.1 Policy Statement

Search committees are mandated when vacancies occur in the OFFICER OF THE UNIVERSITY positions AS DEFINED IN REGENT POLICY 3.A AND of CAMPUS CHANCELLORS. ~~president, vice president, chancellors, vice chancellors, and deans of schools, colleges, and libraries.~~

- (A) Vacancies for these positions shall be filled in accordance with this regent policy. Searches for the president and chancellors shall also be conducted in accordance with C.R.S. § 24-6-402 (3.5) and any other applicable law.
- (B) The board may authorize deviations from the processes defined in this policy except where prohibited by applicable law.
- (C) Internal applicants shall be given the opportunity to compete with qualified external candidates.
- (D) All searches must be conducted in a timely and professional manner that respects the rights of candidates to confidentiality, to the extent permitted by law.

3.C.2 Definitions

Appointing authority – The appointing authority is the individual or body who shall approve the appointment. For those employees reporting to the Board of Regents the "appointing authority" means the Board of Regents.

Supervising authority – The supervising authority is the individual or body to whom the employee directly reports. For those employees reporting to the Board of Regents, the "supervising authority" means the Board of Regents. In ~~a presidential search~~ SEARCHES FOR OFFICERS OF THE UNIVERSITY, the Board of Regents is both the appointing and supervising authority. In a chancellor ~~or vice presidential~~ search, the president is both the appointing and supervising authority.

Candidate – A person who applies for ~~the~~ ANY OFFICER OF THE UNIVERSITY OR CHANCELLOR position of ~~president, vice president, chancellor, vice chancellor, or dean of schools, colleges, and libraries;~~ or who consents to be considered for such position upon nomination by another and who is deemed qualified for the position, as determined by the search committee.

44
 45 Finalist – A candidate who has agreed to be advanced for final consideration and
 46 potential appointment for the position of president or chancellor. A person who is
 47 named as a finalist shall be named in accordance with the requirements of C.R.S. §24-
 48 6-402 (3.5) and records pertaining to that person shall be available for public
 49 inspection as allowed by ~~C.R.S. § 24-72-204(XI)(A-B)~~. C.R.S. § 24-72-204 (3)(A)(XI)(A)
 50 AND (B).
 51

52 3.C.3 Search Procedures

53
 54 (A) ~~The Search Committee~~

55
 56 ~~The basic charge of a search committee is to generate a strong pool of candidates and~~
 57 ~~advise the supervising authority of those candidates best qualified to meet the~~
 58 ~~university's needs. These duties shall be accomplished in a professional and timely~~
 59 ~~manner and in accordance with applicable law. The search committee should be~~
 60 ~~constituted and the search process commenced as quickly as is reasonably possible~~
 61 ~~after it becomes known that a vacancy will occur. A search administrator, the appropriate~~
 62 ~~campus or system human resources office, and an affirmative action officer shall assist~~
 63 ~~the search committee.~~
 64

65 (B) ~~Membership~~

66
 67 ~~The composition and selection of the search committee is defined in section 3.C.3(J) of~~
 68 ~~this policy.~~
 69

70 (E) (A) Search Committee Chair

71
 72 The supervising authority shall appoint the search committee chair. In ~~the case of a~~
 73 ~~presidential search~~ SEARCHES FOR OFFICERS OF THE UNIVERSITY, the ~~committee chair~~
 74 ~~shall be a regent.~~ BOARD OF REGENTS SHALL ELECT FROM AMONG ITS MEMBERS A CHAIR,
 75 WHO SHALL CONDUCT THE MEETINGS OF THE COMMITTEE, AND A VICE CHAIR, WHO SHALL
 76 ASSUME THE DUTIES OF THE CHAIR IN THE CHAIR'S ABSENCE. The primary responsibilities of
 77 the chair ~~shall be~~ ARE to ensure that the best qualified candidates are considered and to:

- 78
- 79 (1) Guide the committee in developing and implementing the search plan;
- 80
- 81 (2) Oversee the professional and timely operation of the committee;
- 82
- 83 (3) Guarantee an opportunity for all qualified candidates to receive
- 84 committee consideration;
- 85
- 86 (4) Work with ~~an affirmative action~~ THE HUMAN RESOURCES REPRESENTATIVE
- 87 AND DIVERSITY officer to ensure that effective recruitment mechanisms
- 88 are utilized and that the committee is provided information relevant to the
- 89 recruitment of underrepresented groups;
- 90
- 91 (5) Ensure that complete records of meetings and action are maintained;
- 92
- 93 (6) Maintain the confidentiality of the committee proceedings,
- 94 communications with candidates, and the identity of candidates, to the

- 95 extent permitted by law;
- 96
- 97 (7) MAY be ~~the sole~~ OR MAY DELEGATE THE ROLE OF spokesperson regarding
- 98 committee activities and the status of the search process;
- 99
- 100 (8) Communicate with OR DELEGATE THE ROLE OF COMMUNICATING WITH
- 101 candidates and inform them of the status of the search process;
- 102
- 103 (9) Ensure that financial expenditures generated by the committee are
- 104 approved prior to their obligation;
- 105
- 106 (10) Report to the supervising authority the deliberations of the committee,
- 107 divisions of opinion, and information it has compiled about recommended
- 108 candidates. The chair should report immediately TO THE APPOINTING
- 109 AUTHORITY if any difficulties arise ~~which~~ THAT threaten the committee's
- 110 successful operation.
- 111
- 112 (11) When deemed necessary, authorize the committee members to visit a
- 113 candidate's place of employment if finances and candidate
- 114 circumstances allow;
- 115
- 116 (12) Make arrangements for a meeting between the supervising authority
- 117 and the search committee at the conclusion of the search process; ~~and~~
- 118
- 119 (13) Compile the search committee final report summarizing the process
- 120 and lessons learned for the benefit of future search committees for
- 121 submission to the supervising authority; AND
- 122
- 123 (14) ENSURE EACH COMMITTEE MEMBER IS GIVEN TIME AND ATTENTION FOR
- 124 COMMENTS THEY CHOOSE TO SHARE IN ORDER FOR ALL ATTENDEES TO
- 125 HAVE APPROPRIATE INPUT.
- 126

127

128 (J) (B) Composition of the Search Committee

129

130 In the selection of search committee members, the supervising authority shall normally

131 select the committee member from nominations received but may appoint a committee

132 ~~member~~ MEMBERS whether nominated or not. ~~The supervising authority shall appoint the~~

133 ~~search committee chair. In the case of a presidential search, the Board of Regents shall~~

134 ~~elect from among its members a chair, who shall conduct the meetings of the committee,~~

135 ~~and a vice chair, who shall assume the duties of the chair in the chair's absence. Unless~~

136 ~~seven or more regents are members of the same political party, the chair and vice chair~~

137 ~~shall not be members of the same political party.~~

138

139 A search committee member takes on great responsibility not JUST as a representative of

140 a particular constituency but as a representative of all members of the university

141 community.

142

143 Each member is expected to participate fully in committee activities and to vote.

144

145 In appointing ~~the presidential~~ A search committee, the Board of Regents OR PRESIDENT,
 146 AS APPLICABLE, will strive to appoint a diverse committee that includes a variety of
 147 backgrounds, expertise, and perspectives to represent the interests of the university and
 148 the state. The board OR PRESIDENT, AS APPLICABLE, may also appoint additional
 149 members if deemed appropriate. ~~Notwithstanding the above, the board reserves the~~
 150 ~~right to appoint regents as the search committee.~~

151
 152
 153 (1) President

154
 155 The Board of Regents shall appoint the presidential search committee BY
 156 REGENT RESOLUTION. The presidential search committee shall consist of
 157 at least:

- 158 • Two regents;
- 159 • One dean; ~~of a school, college, or library;~~
- 160 • Four faculty, ~~who are members of the Faculty Senate,~~ one
 161 representing each campus (AT LEAST ONE REPRESENTING IRC/
 162 NON-TENURE TRACK FACULTY);
- 163 • Two students, one undergraduate and one graduate;
- 164 • Two staff MEMBERS;
- 165 • Two ~~alumni/ae~~ ALUMNI;
- 166 • One member of the University of Colorado Foundation Board of
 167 Directors; and
- 168 • Four community members.

169
 170
 171 ~~Presidential search committee membership is accomplished by regent~~
 172 ~~resolution. The composition of The BOARD OF REGENTS WILL SOLICIT~~
 173 ~~NOMINATIONS FROM THE FOLLOWING GROUPS FOR THE presidential search~~
 174 ~~committee: shall be as follows:~~

- 175
 176 (a) Regents – The Board of Regents shall elect from among its
 177 members a chair. ~~who shall conduct the meetings of the~~
 178 ~~committee; and a vice chair, who shall assume the duties of the~~
 179 ~~chair in the chair's absence.~~ Unless seven or more regents are
 180 members of the same political party, the chair and vice chair shall
 181 not be members of the same political party. Additionally, the
 182 presidential search committee chair cannot serve as board chair
 183 simultaneously.
- 184
 185 (b) Dean of a school, college, or library – The board will request the
 186 ~~chancellors and Council of Academic Deans~~ to nominate one or
 187 more deans from each campus.
- 188
 189 (c) Faculty MEMBERS, REPRESENTING EACH CAMPUS – The board will
 190 request that ~~the~~ EACH CAMPUSWIDE faculty governance ~~groups~~
 191 GROUP nominate ~~more than two~~ AT LEAST THREE faculty members
 192 who are members of the Faculty Senate with distinguished
 193 records of achievement from each campus, WITH AT LEAST ONE
 194 NOMINEE REPRESENTING IRC/NON-TENURED TRACK FACULTY.

- 196 (d) ~~Student~~, STUDENTS - ONE UNDERGRADUATE AND ONE GRADUATE
 197 STUDENT – The board will request that ~~the~~ EACH CAMPUSWIDE
 198 student governance ~~organizations~~ ORGANIZATION nominate two or
 199 more students from the student governance organizations from
 200 each campus.
 201
 202 (e) Staff MEMBERS – The board will request that ~~the~~ EACH CAMPUSWIDE
 203 AND SYSTEM ADMINISTRATION staff governance ~~organizations~~
 204 ORGANIZATION nominate two or more staff from the staff
 205 governance organizations. ~~from system administration and each~~
 206 ~~campus and that both classified and university staff be nominated.~~
 207
 208 (f) ~~Alumni/ae~~ ALUMNI – The board will request that ~~the~~ EACH
 209 CAMPUSWIDE alumni ~~organizations~~ ORGANIZATION nominate two or
 210 more alumni from the alumni organizations from each campus.
 211
 212 (g) University of Colorado Foundation Board of Directors – The board
 213 will request that the chair of University of Colorado Foundation
 214 Board of Directors nominates ~~one of the~~ TWO members of the
 215 Board of Directors.
 216
 217 (h) Community members – The board ~~will~~ MAY solicit nominations
 218 from ~~the~~ VARIOUS community GROUPS. ~~for members of the public.~~
 219 ~~to serve in a nonpartisan role on the committee.~~

220
 221 Nominations for the search committee are due to the board no later than
 222 30 days after the date on which the board solicits nominations. SELF-
 223 NOMINATIONS WILL ALSO BE CONSIDERED. Nominations submitted to the
 224 board must include:

- 225
 226 (a) The professional qualifications of the potential committee member;
 227
 228 (b) A statement of interest from the potential committee member;
 229
 230 (c) A certification from the nominee that no conflict of interest exists;
 231
 232 (d) An acknowledgement of the substantial time commitments that
 233 service on the committee will entail; and
 234
 235 (e) An acknowledgement that the Board of Regents may replace a
 236 member who fails to attend committee meetings or participate
 237 meaningfully in the search process.
 238

239 ~~(2) Vice Presidents~~

- 240
 241 ~~(a) For all vice president positions, the president shall appoint the~~
 242 ~~search committee.~~
 243
 244 ~~(b) Before appointing the search committee, the president shall solicit~~
 245 ~~nominations from the faculty, staff, and student governance groups, and~~

246 ~~each governance group shall promptly either nominate one or more~~
 247 ~~members or inform the president that it declines to provide a nomination.~~

248
 249 ~~(c) — The president shall either choose a nominee from each~~
 250 ~~governance group or, if none of the nominees is acceptable to the~~
 251 ~~president, the president will request additional nominations.~~

252
 253 ~~(d) — The search committee may consist of members representing other~~
 254 ~~constituencies affected and, if appropriate, outside persons having~~
 255 ~~expertise in the field.~~

256
 257 ~~(e) — For all vice presidential searches, the president shall appoint an~~
 258 ~~officer of the administration to serve as the search committee chair.~~

259
 260 ~~(3)~~ (2) Chancellors

261
 262 The president shall appoint the search committee. The chancellor search
 263 committee shall consist of at least:

264
 265 (a) ONE OFFICER OF THE ADMINISTRATION WHO SHALL SERVE AS THE
 266 SEARCH COMMITTEE CHAIR;

267
 268 (b) Four faculty (including an instructional, research or clinical
 269 faculty member);

270
 271 (c) One dean; ~~nominated by the campus deans' council;~~

272
 273 ~~One student~~ TWO STUDENTS (ONE UNDERGRADUATE AND ONE
 274 GRADUATE);

275
 276 ~~One~~ TWO staff MEMBERS; and

277
 278 (f) Two external representatives (e.g., alumni/ae, Colorado
 279 business leaders, community leaders).

280
 281 The president shall request that the CAMPUSWIDE faculty, staff, and
 282 student governance groups and alumni organizations nominate
 283 POTENTIAL SEARCH COMMITTEE MEMBERS from within their memberships.
 284 The president may also appoint additional members if deemed
 285 appropriate. ~~The president shall appoint an officer of the administration~~
 286 ~~who shall serve as the search committee chair.~~

287
 288 (4) — Vice Chancellors

289
 290 (a) — ~~The vice chancellor for academic affairs search committee shall~~
 291 ~~consist of four faculty, one student, one staff, and one alumnus/a.~~
 292 ~~The chancellor may increase the committee size if deemed~~
 293 ~~appropriate. The chancellor will request nominations of eight or~~
 294 ~~more faculty members, and two or more persons from each~~
 295 ~~campus staff, student, and alumni governance organization.~~

296

297 (b) — ~~For all other vice chancellor positions — The chancellor will select~~
 298 ~~committee members representing constituencies affected and, if~~
 299 ~~appropriate, outside persons having expertise in the field.~~

300
 301 (5) — ~~Deans of Schools, Colleges, and Libraries~~

302
 303 ~~The supervising authority shall receive nominations for faculty~~
 304 ~~membership on the search committee from appropriate representative~~
 305 ~~faculty groups of the school, college, or library. The supervising authority~~
 306 ~~shall select informed internal representatives of the profession and/or~~
 307 ~~discipline who are familiar with the objectives and requirements of the~~
 308 ~~school, college, or library concerned. If appropriate, external~~
 309 ~~representatives of the profession may be selected. Search committees for~~
 310 ~~the deans of the law, engineering, and business schools or colleges shall~~
 311 ~~include at least two external representatives.~~

312
 313
 314 (6) (3) ~~University Counsel and Secretary of the Board of Regents, UNIVERSITY~~
 315 ~~TREASURER, AND ASSOCIATE VICE PRESIDENT OF INTERNAL AUDIT~~

316
 317 The Board of Regents, through consultation with the Board chair and
 318 president, shall appoint the search committee. The search committee
 319 shall consist of AT LEAST:

320
 321 (a) Two regents, one of whom will serve as the search committee
 322 chair and the other as vice chair (unless seven or more
 323 regents are members of the same political party, the two
 324 regents shall not be members of the same political party);

325
 326 (b) The president or the president's designee; ~~and the attorney~~
 327 ~~general of the state of Colorado or the attorney general's~~
 328 ~~designee~~

329
 330 The chair, in consultation with the president:

331
 332 (a) May also designate an officer of the administration to serve as
 333 an VOTING administrative co-chair of the committee to
 334 coordinate the search committee's activities; AND

335
 336 (b) ~~The chair, in consultation with the president,~~ May also appoint
 337 such other members ~~including members of the legal~~
 338 ~~community~~ to create a diverse committee that includes a
 339 variety of backgrounds, expertise, and perspectives relevant to
 340 the position.

341
 342 The search committee chair shall solicit nominations from the faculty,
 343 staff, and student SYSTEMWIDE governance groups to serve on the search
 344 committee and each governance group shall promptly either nominate
 345 one or more members or inform the chair that it declines to provide a
 346 nomination.

347
 IN ADDITION TO THE SEARCH COMMITTEE MEMBERS IDENTIFIED ABOVE:

- 348 (a) THE SEARCH COMMITTEE FOR UNIVERSITY COUNSEL SHALL INCLUDE
 349 THE ATTORNEY GENERAL OF THE STATE OF COLORADO OR THE
 350 ATTORNEY GENERAL'S DESIGNEE;
- 351 (b) THE SEARCH COMMITTEE FOR UNIVERSITY TREASURER SHALL
 352 INCLUDE AT LEAST ONE CAMPUS CHIEF FINANCIAL OFFICER OR
 353 CAMPUS CHIEF FINANCIAL OFFICER'S DESIGNEE;
- 354 (c) THE SEARCH COMMITTEE FOR ASSOCIATE VICE PRESIDENT OF
 355 INTERNAL AUDIT SHALL INCLUDE AT LEAST ONE CAMPUS CHIEF
 356 FINANCIAL OFFICER OR CAMPUS CHIEF FINANCIAL OFFICER'S
 357 DESIGNEE.

358
 359 ~~(7) — University Treasurer~~

360
 361 ~~The Board of Regents, through consultation with the board chair and president,~~
 362 ~~shall appoint the search committee. The search committee shall consist of two~~
 363 ~~regents, one of whom will serve as the search committee chair and the other as~~
 364 ~~vice chair (unless seven or more regents are members of the same political~~
 365 ~~party, the two regents shall not be members of the same political party); the~~
 366 ~~president or the president's designee; and the chief financial officer or the chief~~
 367 ~~financial officer's designee. The chair, in consultation with the president, may~~
 368 ~~also designate an officer of the administration to serve as an administrative co-~~
 369 ~~chair of the committee to coordinate the search committee's activities. The~~
 370 ~~search committee chair shall solicit nominations from the faculty, staff and~~
 371 ~~student governance groups to serve on the search committee and each~~
 372 ~~governance group shall promptly either nominate one or more members or~~
 373 ~~inform the chair that it declines to provide a nomination. The chair, in consultation~~
 374 ~~with the president, may also appoint such other members; including members of~~
 375 ~~the financial community, to create a diverse committee that includes a variety of~~
 376 ~~backgrounds, expertise, and perspectives relevant to the position.~~

377
 378 (C) Charge to the SEARCH Committee

379
 380 For each position for which a search has been authorized, the supervising authority shall
 381 issue a charge to the committee and establish the search budget.

382
 383 The charge will outline in appropriate detail the requirements that the committee shall
 384 respect, namely:

- 385
 386 (1) The scope of the search (internal, state/regional, or national) and
 387 methods of soliciting nominations;
- 388
 389 (2) ~~the requirements of affirmative action;~~ DIVERSITY, EQUITY, AND INCLUSION
 390 EXPECTATIONS FOR DIVERSE CANDIDATE POOLS;
- 391
 392 (3) Target dates for completing each stage of the search process and the
 393 schedule of reporting to the supervising authority;
- 394
 395 (4) The number of candidates to be recommended to the supervising
 396 authority;
- 397

- 398 (5) The arrangements to be followed for campus visits if required;
- 399
- 400 (6) The provisions by which the committee will handle communications
- 401 regarding the search and the evaluation of candidates; and
- 402
- 403 (7) Information regarding the procedure to follow for committees making use
- 404 of the services of a professional consultant or search firm.
- 405

406 ~~In accordance with this section 3.C.3(C), of this policy,~~ ADDITION TO THE REQUIREMENTS
407 ABOVE, WHEN the Board of Regents ~~shall provide~~ PROVIDES a charge to the presidential
408 search committee, that charge will include involving the Board of Regents at designated
409 points in the search process. Those points will include, at a minimum: 1) meeting with
410 the Board of Regents to review the candidate pool at the point in the search where the
411 committee has sufficiently narrowed the pool ~~that it is having serious discussions~~
412 ~~regarding~~ AND IS DECIDING which candidates will be invited for initial interviews; and 2)
413 referring a ~~minimum of five~~ LIST OF unranked candidates to the Board of Regents FOR
414 THE BOARD to consider interviewing.

415

416

417 ~~(F)~~ (D) Search Administrator

418

419 The system or campus administration must provide the SEARCH committee adequate
420 resources, assistance, and release time to carry out its responsibilities.

421

422 The supervising authority shall designate a NON-VOTING search administrator with
423 responsibility for providing staff support to the search committee. The designated search
424 administrator shall:

425

- 426 (1) Manage all logistics requirements;
- 427
- 428 (2) Maintain procedures for preserving search committee records; and
- 429
- 430 (3) Provide candidates with information relevant to the search and the
- 431 university.
- 432

433 ~~(G)~~ (E) Professional Consultant Support

434

435 At the discretion of the supervising authority and in consultation with campus or system
436 human resources, a committee may use a professional consultant or search firm. A
437 professional consultant or search firm shall not be used as a substitute for a required
438 search committee.

439

440 The Procurement Service Center will maintain an approved list of pre-qualified
441 professional consultants or firms.

442

443 (D) (F) Committee Process

444
 445 Before commencing its search, the committee shall consult with the supervising authority
 446 to discuss and clarify the charge, desired academic, FINANCIAL, LEGAL, MANAGEMENT or
 447 ~~management~~ OTHER PROFESSIONAL credentials for candidates, and any other appropriate
 448 criteria for screening and selecting candidates. The supervising authority, in consultation
 449 with the search committee, will determine the most important qualities needed ~~and~~
 450 ~~prepare a~~ BASED ON THE written job description for the position. In presidential and
 451 chancellor searches, the committee must operate in accordance with the provisions of
 452 C.R.S. § 24-6-402, Open Meetings Law.

453
 454 The supervising authority, in conjunction with human resources, will set the anticipated
 455 salary range at the outset of a search ~~and inform candidates as required by applicable~~
 456 ~~law.~~ THE EXPECTED SALARY RANGE WILL BE INCLUDED IN THE OFFICIAL JOB POSTING AS
 457 REQUIRED BY COLORADO'S EQUAL PAY FOR EQUAL WORK ACT. The committee shall not
 458 assume limitations on salary or other conditions that would qualify the considerations of
 459 candidates ~~unless specified by the supervising authority.~~ In extraordinary circumstances
 460 the supervising authority, in consultation with HUMAN RESOURCES AND the appointing
 461 authority, may elect to offer a salary outside the specified range. A CANDIDATE'S CURRENT
 462 SALARY OR SALARY HISTORY SHALL NOT BE USED AS A FACTOR IN SETTING THE FINAL HIRING
 463 SALARY.

464
 465 ALL MEMBERS OF THE SEARCH COMMITTEE ARE TO BE TRAINED ON THE IMPACTS OF BIAS IN
 466 HIRING PROCESSES AND SPECIFIC WAYS THAT BIASES MAY MANIFEST BOTH AMONG
 467 COMMITTEE MEMBERS AND IN THE APPLICATIONS OF CANDIDATES.

468
 469 The search committee shall ~~develop~~ WORK WITHIN a search plan consistent with the
 470 charge to the committee and applicable law. THE SEARCH PLAN SHOULD INCLUDE:

- 471
 472 (1) INVITING CANDIDATES FROM HISTORICALLY MARGINALIZED OR EXCLUDED
 473 GROUPS TO APPLY;
- 474 (2) REACHING OUT TO HISTORICALLY MARGINALIZED OR EXCLUDED SERVING
 475 INSTITUTIONS FOR CANDIDATE RECOMMENDATIONS;
- 476 (3) REACHING OUT TO CURRENT AND RETIRED UNIVERSITY FACULTY, STAFF, AND
 477 COMMUNITY MEMBERS FROM HISTORICALY MARGINALIZED OR EXCLUDED
 478 GROUPS TO RECOMMEND CANDIDATES AND SHARE THE JOB ANNOUNCEMENT
 479 WITH THEIR NETWORKS.

480
 481 AT THE CONCLUSION OF THE SEARCH, a custodian of records shall allow public inspection
 482 of the AGGREGATE demographic data of ~~a candidate who was~~ THE CANDIDATES
 483 interviewed by the search committee for an executive position as defined in C.R.S. § 24-
 484 72-202 (1.3), but ~~is~~ WHO ARE not named as a finalist pursuant to C.R.S. § 24-6-402 (3.5).
 485 "Demographic data" means information on a candidate's race and gender that has been
 486 legally requested and voluntarily provided on the candidate's application and does not
 487 include the candidate's name or other IDENTIFYING information.

488
 489 (H) (G) Candidate Selection

490
 491 The search committee emphasis shall be on attracting and selecting qualified
 492 candidates. The search committee will recommend to the supervising authority the

493 candidates it determines are best qualified to fill the position. In selecting and
 494 recommending such candidates, the search committee will strive to select and
 495 recommend a diverse pool of candidates with a variety of backgrounds, expertise, and
 496 perspectives to represent the interests of the university and the state, consistent with
 497 Regent law and policy.
 498

499 The supervising authority will determine which of the recommended candidates will be
 500 interviewed and in what order. The supervising authority shall also have the authority to
 501 interview a highly qualified ~~candidate~~ CANDIDATES who ~~has not been~~ WERE NOT
 502 recommended by the search committee.
 503

504 Requirements for president and chancellor searches are set forth in C.R.S. § 24-6-402
 505 (3.5) and C.R.S. § 24-72-204(3)(a)(XI)(A).
 506

507 (H) Final Selection
 508

509 The supervising authority will evaluate the candidates by means of personal interviews
 510 and by such other information as may be obtained. Before making a final selection, the
 511 supervising authority will meet with the search committee In the case of searches for
 512 chancellors, ~~and vice presidents~~, the president will consult with the regents in the final
 513 selection process, and the regents may be involved in interviewing candidates
 514 recommended by the president if they so desire. ~~Before the president identifies any~~
 515 ~~candidate as a finalist for the position of chancellor, the president shall notify the~~
 516 ~~candidate of their intention and obtain the candidate's permission to advance them as a~~
 517 ~~finalist. Following the supervising authority's evaluation of the candidates, they will~~
 518 ~~present the selection to the appointing authority. The supervising authority AND may also~~
 519 ask the search committee for additional candidates. The supervising authority OR THEIR
 520 DESIGNEE shall be solely responsible for discussion with the candidates concerning
 521 conditions and perquisites of employment.
 522

523 ~~Following those interviews, The determination of which candidates will be designated as~~
 524 ~~the finalist(s) FOR OFFICERS OF THE UNIVERSITY shall be made by the Board of Regents,~~
 525 ~~AND THE DETERMINATION OF FINALISTS FOR CHANCELLOR SHALL BE MADE BY THE PRESIDENT.~~
 526 ~~Before the Board of Regents identifies any candidate IS IDENTIFIED as a finalist, the chair~~
 527 ~~and vice chair of the presidential search committee shall notify the candidate of the~~
 528 ~~Board of Regents' intention and obtain the candidate's permission to advance them as a~~
 529 ~~PUBLIC finalist. When narrowing the pool of candidates, the presidential search~~
 530 ~~committee shall utilize a positive voting process similar to that described in Appendix A—~~
 531 ~~Positive Voting Process.~~
 532

533 **History:**

- 534 • Adopted:
- 535 • Revised: December 18, 1974; February 26, 1975; November 20, 1986; December 17, 1992;
- 536 November 11, 1999; June 2, 2004; June 1, 2006; June 24, 2010; March 21, 2014; April 17,
- 537 2015 (the term “officer and exempt professional” was replaced with the term “university
- 538 staff”); November 12, 2020 (renumbered from 3.E to 3.C); September 10, 2021; and
- 539 February 10, 2022 - revised for changes related to the Colorado Equal Pay for Equal Work
- 540 Act and made retroactive to January 1, 2021.
- 541 • Last Reviewed: September 10, 2021.
- 542

Appendix A: Positive Voting Process

Voting method and process for moving candidates through the Presidential Search Committee (PSC):

The Presidential Search Committee (PSC) will use a positive voting process which allows each member to move forward the candidates who, in that member's judgment, are the most outstanding. The process immediately promotes harmony and positive direction in the search process, since candidates are moved forward according to the desires of each member of the PSC, rather than the possibility of being directly eliminated at an early stage. Committee members cannot veto any member's top candidates merely because a small group does not want them.

When identifying which candidate's files will be more carefully reviewed by the entire committee, each member will move names forward. Thus, the PSC would carefully review candidates, each of whom has been identified by at least one search committee member. The larger the field, the larger the number of candidates each member will select. If the field is 100 or over, the number will be 10 for each committee member to choose. This number is on the high side to emphasize the positive aspect of this method. Since the initial field will have some who are obviously not qualified, many members will, of course, be choosing many of the same candidates. At each step of the process, logically some candidates are named by a number of committee members, while some may only be named by one committee member. Experience bears out that the field will generally be reduced by 50 percent to 70 percent. It is not a problem to have a large field after the first round of voting, as it preserves the spirit of the positive voting process. A larger field simply means one or two additional total rounds of voting will occur.

After the review of those candidates moved forward, the next round of voting continues this process, with each member again moving forward those candidates the member judges to be the most outstanding. The number each member can choose is smaller than the previous round, which then produces an even shorter list of candidates.

Important Note—candidates may be added as the search process proceeds. In no way should the winnowing procedure preclude the addition of a candidate, even if a cut-off date has been announced and has passed.

The later stages of the process continue to move forward candidates to interview. For example, if there are 20 candidates remaining and the committee wants to winnow the list to 10 to interview, each PSC member will select up to 8 names to move forward. After the votes are tallied, the top 10 names are then selected to be interviewed. Likewise, when the committee wants to move from 10 candidates to five; for example, each PSC member has up to four names to forward. After the votes are tallied, the top five names are forwarded.

Note—the PSC could agree to add a person down the list for an interview, for any number of factors.

It is generally recommended that the number of interviews be a maximum of twice the number of candidates the PSC plans to forward to the Board of Regents for consideration.

After the interviews, the process for names to be forwarded to the Board of Regents will be accomplished just like the previous stage of voting for all candidates left.

~~Note— it is very important that all interviews be done back to back and that the discussion of the candidates interviewed should take place immediately after the final interview, with voting for final ranking immediately following that discussion. It is recommended that a maximum of four interviews be conducted in one day.~~

~~The Board of Regents may or may not want the ranking of those forwarded. At that time the Board of Regents could name one or more finalists; interview all, some, or none of those brought forward then name one or more finalists, or reject all of them; or could reject all of them without interviews. If all candidates are rejected, the search by the PSC would continue.~~

~~Those brought forward to the Board of Regents are not finalists. They are the recommendations of the PSC for the Board of Regents to consider, at this point. Before the Board of Regents identifies any candidate as a finalist, the chair of the presidential search committee shall notify the candidate of the Board of Regents' intention and obtain the candidate's permission to advance them as a finalist.~~

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