



# University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

## BOARD OF REGENTS

### 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.

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).

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 52 3.C.3 Search Procedures

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 54 (A) ~~—~~ The Search Committee

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 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.~~

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 65 (B) ~~—~~ Membership

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

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 70 (E) (A) Search Committee Chair

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 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;  
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 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;
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- 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.
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- 127

(J) (B) Composition of the Search Committee

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.~~

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.

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

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.~~

- 153 (1) President
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The Board of Regents shall appoint the presidential search committee BY REGENT RESOLUTION. The presidential search committee shall consist of at least:

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

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

- (a) Regents – The Board of Regents shall elect from among its members a chair. ~~who shall conduct the meetings of the committee; and a vice chair, who shall assume the duties of the chair in the chair's absence.~~ Unless seven or more regents are members of the same political party, the chair and vice chair shall not be members of the same political party. Additionally, the presidential search committee chair cannot serve as board chair simultaneously.
- (b) Dean of a school, college, or library – The board will request the chancellors ~~and Council of Academic Deans~~ to nominate one or more deans from each campus.
- (c) Faculty MEMBERS, REPRESENTING EACH CAMPUS – The board will request that ~~the EACH CAMPUSWIDE~~ faculty governance groups GROUP nominate ~~more than two~~ AT LEAST THREE faculty members who are members of the Faculty Senate with distinguished records of achievement from each campus, WITH AT LEAST ONE NOMINEE REPRESENTING IRC/NON-TENURED TRACK FACULTY.
- (d) ~~Student,~~ STUDENTS - ONE UNDERGRADUATE AND ONE GRADUATE STUDENT – The board will request that ~~the EACH CAMPUSWIDE~~ student governance ~~organizations~~ ORGANIZATION nominate two or more students from the student governance organizations from each campus.
- (e) Staff MEMBERS – The board will request that ~~the EACH CAMPUSWIDE~~ AND SYSTEM ADMINISTRATION staff governance ~~organizations~~ ORGANIZATION nominate two or more staff from the staff governance organizations. ~~from system administration and each campus and that both classified and university staff be nominated.~~

- 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 ~~nominate 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;  
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 228 (b) A statement of interest from the potential committee member;  
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 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

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 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.  
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 257 ~~(e)~~ For all vice presidential searches, the president shall appoint an  
 258 officer of the administration to serve as the search committee chair.  
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260 ~~(3)~~ (2) Chancellors

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

- (a) ONE OFFICER OF THE ADMINISTRATION WHO SHALL SERVE AS THE SEARCH COMMITTEE CHAIR;
- (b) Four faculty (including an instructional, research or clinical faculty member);
- (c) One dean; ~~nominated by the campus deans' council;~~
- (d) ~~One student~~ TWO STUDENTS (ONE UNDERGRADUATE AND ONE GRADUATE);
- (e) ~~One~~ TWO staff MEMBERS; and
- (f) Two external representatives (e.g., alumni/ae, Colorado business leaders, community leaders).

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

~~(4) Vice Chancellors~~

- ~~(a) The vice chancellor for academic affairs search committee shall consist of four faculty, one student, one staff, and one alumnus/a. The chancellor may increase the committee size if deemed appropriate. The chancellor will request nominations of eight or more faculty members, and two or more persons from each campus staff, student, and alumni governance organization.~~
- ~~(b) For all other vice chancellor positions — The chancellor will select committee members representing constituencies affected and, if appropriate, outside persons having expertise in the field.~~

~~(5) Deans of Schools, Colleges, and Libraries~~

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

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

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

- (a) Two regents, one of whom will serve as the search committee chair and the other as vice chair (unless seven or more regents are members of the same political party, the two regents shall not be members of the same political party);
- (b) The president or the president's designee; ~~and the attorney general of the state of Colorado or the attorney general's designee~~

The chair, in consultation with the president:

- (a) ~~May also~~ designate an officer of the administration to serve as an VOTING administrative co-chair of the committee to coordinate the search committee's activities; AND
- (b) ~~The chair, in consultation with the president,~~ May also appoint such other members ~~including members of the legal community~~ to create a diverse committee that includes a variety of backgrounds, expertise, and perspectives relevant to the position.

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

IN ADDITION TO THE SEARCH COMMITTEE MEMBERS IDENTIFIED ABOVE:

- (a) THE SEARCH COMMITTEE FOR UNIVERSITY COUNSEL SHALL INCLUDE THE ATTORNEY GENERAL OF THE STATE OF COLORADO OR THE ATTORNEY GENERAL'S DESIGNEE;
- (b) THE SEARCH COMMITTEE FOR UNIVERSITY TREASURER SHALL INCLUDE AT LEAST ONE CAMPUS CHIEF FINANCIAL OFFICER OR CAMPUS CHIEF FINANCIAL OFFICER'S DESIGNEE;
- (c) THE SEARCH COMMITTEE FOR ASSOCIATE VICE PRESIDENT OF INTERNAL AUDIT SHALL INCLUDE AT LEAST ONE CAMPUS CHIEF FINANCIAL OFFICER OR CAMPUS CHIEF FINANCIAL OFFICER'S DESIGNEE.

~~(7) — University Treasurer~~

~~The Board of Regents, through consultation with the board chair and president, shall appoint the search committee. The search committee shall consist of two regents, one of whom will serve as the search committee chair and the other as vice chair (unless seven or more regents are members of the same political party, the two regents shall not be members of the same political party); the president or the president's designee; and the chief financial officer or the chief financial officer's designee. The chair, in consultation with the president, may also designate an officer of the administration to serve as an administrative co-~~

~~chair of the committee to coordinate the search committee's activities. The search committee chair shall solicit nominations from the faculty, staff and student governance groups to serve on the search committee and each governance group shall promptly either nominate one or more members or inform the chair that it declines to provide a nomination. The chair, in consultation with the president, may also appoint such other members; including members of the financial community, to create a diverse committee that includes a variety of backgrounds, expertise, and perspectives relevant to the position.~~

(C) Charge to the SEARCH Committee

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

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

- (1) The scope of the search (internal, state/regional, or national) and methods of soliciting nominations;
- (2) ~~the requirements of affirmative action;~~ DIVERSITY, EQUITY, AND INCLUSION EXPECTATIONS FOR DIVERSE CANDIDATE POOLS;
- (3) Target dates for completing each stage of the search process and the schedule of reporting to the supervising authority;
- (4) The number of candidates to be recommended to the supervising authority;
- (5) The arrangements to be followed for campus visits if required;
- (6) The provisions by which the committee will handle communications regarding the search and the evaluation of candidates; and
- (7) Information regarding the procedure to follow for committees making use of the services of a professional consultant or search firm.

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

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

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

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



424 administrator shall:

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- 426 (1) Manage all logistics requirements;
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- 428 (2) Maintain procedures for preserving search committee records; and
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- 430 (3) Provide candidates with information relevant to the search and the
- 431 university.
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433 ~~(G)~~ (E) Professional Consultant Support

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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.

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440 The Procurement Service Center will maintain an approved list of pre-qualified

441 professional consultants or firms.

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443 ~~(D)~~ (F) Committee Process

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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.

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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.

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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:

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- 472 (1) INVITING CANDIDATES FROM HISTORICALLY MARGINALIZED OR EXCLUDED
- 473 GROUPS TO APPLY;
- 474
- 475 (2) REACHING OUT TO HISTORICALLY MARGINALIZED OR EXCLUDED SERVING
- 476 INSTITUTIONS FOR CANDIDATE RECOMMENDATIONS;
- 477
- 478 (3) REACHING OUT TO CURRENT AND RETIRED UNIVERSITY FACULTY, STAFF, AND
- 479 COMMUNITY MEMBERS FROM HISTORICALLY MARGINALIZED OR EXCLUDED

478 GROUPS TO RECOMMEND CANDIDATES AND SHARE THE JOB ANNOUNCEMENT  
 479 WITH THEIR NETWORKS.  
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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

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 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)~~ (H) Final Selection

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 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 these 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.  
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**History:**

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

DRAFT

## 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.~~

DRAFT