



University of Colorado

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BOARD OF REGENTS

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Regent Policy 3.C: Searches for Administrators and Guidelines for the Appointment of Chief Officers of the University *[showing proposed redlines]*

3.C.1 Policy Statement

Search committees are mandated when vacancies occur in the positions of 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).
- (B) The board may authorize deviations from the processes defined in this policy.
- (C) Qualified internal candidates shall be given an equal 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 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 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.

Finalist – A candidate who has agreed to be advanced for final consideration and potential appointment for the position of president or chancellor. A person who is named as a finalist shall be named in accordance with the requirements of C.R.S. 24-6-402(3.5) and records pertaining to that person shall be available for

46 public inspection as allowed by C.R.S. 24-72-204(XI)(A-B).

47
48 **3.C.3 Search Procedures**

49
50 (A) The Search Committee

51
52 The basic charge of a search committee is to generate a strong pool of
53 candidates and advise the supervising authority of those candidates best
54 qualified to meet the university's needs. These duties shall be
55 accomplished in a professional and timely manner. The search committee
56 should be constituted and the search process commenced as quickly as is
57 reasonably possible after it becomes known that a vacancy will occur. A
58 search administrator and an affirmative action officer shall assist the
59 search committee.

60
61 (B) Membership

62
63 The composition and selection of the search committee is defined in
64 section 3.C.3(J) of this policy. A search committee member takes on a
65 great responsibility not as a representative of a particular constituency but
66 as a representative of all members of the university community.

67
68 Each member is expected to participate fully in committee activities and to
69 vote.

70
71 (C) Charge to the Committee

72
73 For each position for which a search has been authorized, the supervising
74 authority shall issue a charge to the committee and establish the search
75 budget.

76
77 The charge will outline in appropriate detail the requirements that the
78 committee shall respect, namely:

- 79
80 (1) the scope of the search (internal, state/regional, or national) and
81 methods of soliciting nominations;
82 (2) the requirements of affirmative action;
83 (3) target dates for completing each stage of the search process and
84 the schedule of reporting to the supervising authority;
85 (4) the number of candidates to be recommended to the supervising
86 authority;
87 (5) the arrangements to be followed for campus visits if required;
88 (6) the provisions by which the committee will handle communications
89 regarding the search and the evaluation of candidates; and
90 (7) information regarding the procedure to follow for committees
91 making use of the services of a professional consultant or search
92 firm.
93
94

95 (D) Committee Process

96
97 Before commencing its search, the committee shall consult with the
98 supervising authority to discuss and clarify the charge, desired academic
99 or management credentials for candidates, and any other appropriate
100 criteria for screening and selecting candidates. The supervising authority,
101 in consultation with the search committee, will determine the most
102 important qualities needed. In presidential and chancellor searches the
103 committee must operate in accordance with the provisions of C.R.S. § 24-
104 6-402, Open Meetings law.

105
106 The supervising authority will set the anticipated salary range at the outset
107 of a search and inform candidates at the appropriate time. The committee
108 shall not assume limitations on salary or other conditions that would
109 qualify the considerations of candidates unless specified by the
110 supervising authority. In extraordinary circumstances the supervising
111 authority, in consultation with the appointing authority, may elect to offer a
112 salary outside the specified range.

113
114 The search committee shall develop a search plan consistent with the
115 charge to the committee.

116 (E) Search Committee Chair

117
118
119 The supervising authority shall appoint the search committee chair. In the
120 case of a presidential search, the committee chair shall be a regent. The
121 primary responsibilities of the chair shall be to ensure that the best
122 qualified candidates are considered and to:

- 123
124 (1) guide the committee in developing and implementing the search
125 plan;
126 (2) oversee the professional and timely operation of the committee;
127 (3) guarantee an opportunity for all qualified candidates to receive
128 committee consideration;
129 (4) work with an affirmative action officer to ensure that effective
130 recruitment mechanisms are utilized and that the committee is
131 provided information relevant to the recruitment of
132 underrepresented groups;
133 (5) ensure that complete records of meetings and action are
134 maintained;
135 (6) maintain the confidentiality of the committee proceedings,
136 communications with candidates, and the identity of candidates, to
137 the extent permitted by law;
138 (7) be the sole spokesperson regarding committee activities and the
139 status of the search process;
140 (8) communicate with candidates and inform them of the status of the
141 search process;
142 (9) ensure that financial expenditures generated by the committee are
143 approved prior to their obligation;
144 (10) report to the supervising authority the deliberations of the

- 145 committee, divisions of opinion, and information it has compiled
146 about recommended candidates. The chair should report
147 immediately if any difficulties arise which threaten the committee's
148 successful operation;
- 149 (11) when deemed necessary, authorize the committee members to visit
150 a candidate's place of employment if finances and candidate
151 circumstances allow;
- 152 (12) make arrangements for a meeting between the supervising
153 authority and the search committee at the conclusion of the search
154 process; and
- 155 (13) compile the search committee final report summarizing the process
156 and lessons learned for the benefit of future search committees for
157 submission to the supervising authority.

158
159 (F) Search Administrator

160
161 The system or campus administration must provide the committee
162 adequate resources, assistance, and release time to carry out its
163 responsibilities.

164
165 The supervising authority shall designate a search administrator with
166 responsibility for providing staff support to the search committee. The
167 designated search administrator shall:

- 168
- 169 (1) manage all logistics requirements;
 - 170 (2) maintain procedures for preserving search committee records; and
 - 171 (3) provide candidates with information relevant to the search and the
172 university.

173
174 (G) Professional Consultant Support

175
176 At the discretion of the supervising authority, a committee may use a
177 professional consultant or search firm. A professional consultant or
178 search firm shall not be used as a substitute for a required search
179 committee.

180
181 The Procurement Service Center will maintain an approved list of pre-
182 qualified professional consultants or firms.

183
184 (H) Candidate Selection

185
186 The search committee emphasis shall be on attracting and selecting
187 qualified candidates. The search committee will recommend to the
188 supervising authority the candidates it determines are best qualified to fill
189 the position. IN SELECTING AND RECOMMENDING SUCH CANDIDATES, THE
190 SEARCH COMMITTEE WILL STRIVE TO SELECT AND RECOMMEND A DIVERSE POOL
191 OF CANDIDATES WITH A VARIETY OF BACKGROUNDS, EXPERTISE AND
192 PERSPECTIVES TO REPRESENT THE INTERESTS OF THE UNIVERSITY AND THE
193 STATE, CONSISTENT WITH REGENT LAW AND POLICY.

195 The supervising authority will determine which of the recommended
196 candidates will be interviewed and in what order. The supervising
197 authority shall also have the authority to interview a highly qualified
198 candidate who has not been recommended by the search committee.
199

200 Requirements for president and chancellor searches are set forth in
201 C.R.S. § 24-6-402 (3.5) and C.R.S. § 24-72-204(3)(a)(XI)(A).
202

203 (I) Final Selection
204

205 The supervising authority will evaluate the candidates by means of
206 personal interviews and by such other information as may be obtained.
207 Before making a final selection, the supervising authority will meet with the
208 search committee. In the case of searches for chancellors and vice
209 presidents, the president will consult with the regents in the final selection
210 process and the regents may be involved in interviewing candidates
211 recommended by the president if they so desire. Before the president
212 identifies any candidate as a finalist for the position of chancellor, the
213 president shall notify the candidate of their intention and obtain the
214 candidate's permission to advance them as a finalist. Following the
215 supervising authority's evaluation of the candidates, they will present the
216 selection to the appointing authority. The supervising authority may also
217 ask the search committee for additional candidates. The supervising
218 authority shall be solely responsible for discussion with the candidates
219 concerning conditions and prerequisites of employment.
220

221 (J) Composition of the Search Committee
222

223 In the selection of search committee members, the supervising authority
224 shall normally select the committee member from nominations received
225 but may appoint a committee member whether nominated or not. The
226 supervising authority shall appoint the search committee chair. In the
227 case of a presidential search, the Board of Regents shall elect from
228 among its members a chair, who shall conduct the meetings of the
229 committee, and a vice chair, who shall assume the duties of the chair in
230 the chair's absence. Unless seven or more regents are members of the
231 same political party, the chair and vice chair shall not be members of the
232 same political party.
233

234 (1) President
235

236 The Board of Regents shall appoint the presidential search
237 committee. The presidential search committee shall consist of AT
238 LEAST two regents; one dean of a school, college, or library; four
239 faculty who are members of the Faculty Senate, one representing
240 each campus; ~~one~~ TWO students, ONE UNDERGRADUATE AND ONE
241 GRADUATE; ~~one~~ TWO staff; two alumni/ae; ONE MEMBER OF THE
242 UNIVERSITY OF COLORADO FOUNDATION BOARD OF DIRECTORS; and
243 four community members. In appointing the presidential search
244 committee, the Board of Regents will strive to appoint a diverse

245 committee that includes a variety of backgrounds, expertise and
246 perspectives to represent the interests of the university and the
247 state. The board may also appoint additional members if deemed
248 appropriate.

249
250 Notwithstanding the above, the board reserves the right to appoint
251 regents as the search committee.

252
253 Presidential search committee membership is accomplished by
254 regent resolution. The composition of the presidential search
255 committee shall be as follows:

256
257 (a) Regents – The Board of Regents shall elect from among its
258 members a chair, who shall conduct the meetings of the
259 committee; and a vice chair, who shall assume the duties of
260 the chair in the chair's absence. Unless seven or more
261 regents are members of the same political party, the chair
262 and vice chair shall not be members of the same political
263 party. Additionally, the presidential search committee chair
264 cannot serve as board chair simultaneously.

265
266 (b) Dean of a school, college, or library – The board will request
267 the chancellors and Council of Academic Deans to nominate
268 one or more deans from each campus.

269
270 (c) Faculty – The board will request that the faculty governance
271 groups nominate more than two faculty members who are
272 members of the Faculty Senate with distinguished records of
273 achievement from each campus.

274
275 (d) Student – The board will request that the student
276 governance organizations nominate two or more students
277 from the student governance organizations from each
278 campus.

279
280 (e) Staff – The board will request that the staff governance
281 organizations nominate two or more staff from the staff
282 governance organizations from system administration and
283 each campus and that both classified and university staff be
284 nominated.

285
286 (f) Alumni/ae – The board will request that the alumni
287 organizations nominate two or more alumni from the alumni
288 organizations from each campus.

289
290 (g) UNIVERSITY OF COLORADO FOUNDATION BOARD OF DIRECTORS
291 – THE BOARD WILL REQUEST THAT THE CHAIR OF UNIVERSITY OF
292 COLORADO FOUNDATION BOARD OF DIRECTORS NOMINATES ONE
293 OF THE MEMBERS OF THE BOARD OF DIRECTORS.
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(gh) Community Members – The board will solicit nominations from the community FOR MEMBERS OF THE PUBLIC TO SERVE IN A NONPARTISAN ROLE ON THE COMMITTEE.

NOMINATIONS FOR THE SEARCH COMMITTEE ARE DUE TO THE BOARD NO LATER THAN 30 DAYS AFTER THE DATE ON WHICH THE BOARD SOLICITS NOMINATIONS. NOMINATIONS SUBMITTED TO THE BOARD MUST INCLUDE:

- (a) THE PROFESSIONAL QUALIFICATIONS OF THE POTENTIAL COMMITTEE MEMBER;
- (b) A STATEMENT OF INTEREST FROM THE POTENTIAL COMMITTEE MEMBER;
- (c) A CERTIFICATION FROM THE NOMINEE THAT NO CONFLICT OF INTEREST EXISTS;
- (d) AN ACKNOWLEDGEMENT OF THE SUBSTANTIAL TIME COMMITMENTS THAT SERVICE ON THE COMMITTEE WILL ENTAIL; AND
- (e) AN ACKNOWLEDGEMENT THAT THE BOARD OF REGENTS MAY REPLACE A MEMBER WHO FAILS TO ATTEND COMMITTEE MEETINGS OR PARTICIPATE MEANINGFULLY IN THE SEARCH PROCESS.

In accordance with section 3.C.3(C) of this policy, the Board of Regents shall provide 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: 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 which candidates will be invited for initial interviews; and referring a minimum of five unranked candidates to the Board of Regents for the Board of Regents to consider interviewing. Following those interviews, the determination of which candidates will be designated as the finalist(s) shall be made by the Board of Regents. Before the Board of Regents identifies any candidate as a finalist, the chair and vice 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. When narrowing the pool of candidates, the presidential search committee shall utilize a positive voting process similar to that described in Appendix A to this policy.

A CUSTODIAN OF RECORDS SHALL ALLOW PUBLIC INSPECTION OF THE DEMOGRAPHIC DATA OF A CANDIDATE WHO WAS INTERVIEWED BY THE SEARCH COMMITTEE FOR AN EXECUTIVE POSITION AS DEFINED IN SECTION

24-72-202 (1.3), COLORADO REVISED STATUTES, BUT IS NOT NAMED AS A FINALIST PURSUANT TO SECTION 24-6-402 (3.5), COLORADO REVISED STATUTES. "DEMOGRAPHIC DATA" MEANS INFORMATION ON A CANDIDATE'S RACE AND GENDER THAT HAS BEEN LEGALLY REQUESTED AND VOLUNTARILY PROVIDED ON THE CANDIDATE'S APPLICATION AND DOES NOT INCLUDE THE CANDIDATE'S NAME OR OTHER INFORMATION.

(2) Vice Presidents

- (a) For all vice president positions, the president shall appoint the search committee.
- (b) Before appointing the search committee, the president shall solicit nominations from the faculty, staff and student governance groups, and each governance group shall promptly either nominate one or more members or inform the president that it declines to provide a nomination.
- (c) The president shall either choose a nominee from each governance group or, if none of the nominees is acceptable to the president, the president will request additional nominations.
- (d) The search committee may consist of members representing other constituencies affected and, if appropriate, outside persons having expertise in the field.
- (e) For all vice presidential searches, the president shall appoint an officer of the administration to serve as the search committee chair.

(3) Chancellors

The president shall appoint the search committee. The chancellor search committee shall consist of at least four faculty (including an instructional, research or clinical faculty member); one dean nominated by the campus deans' council; one student; one staff; and two external representatives (e.g., alumni/ae, Colorado business leaders, community leaders). The president shall request that the faculty, staff, and student governance groups; and alumni organizations nominate 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.

395 (b) For all other vice chancellor positions – The chancellor will
396 select committee members representing constituencies
397 affected and, if appropriate, outside persons having
398 expertise in the field.
399

400 (5) Deans of Schools, Colleges, and Libraries
401

402 The supervising authority shall receive nominations for faculty
403 membership on the search committee from appropriate
404 representative faculty groups of the school, college, or library. The
405 supervising authority shall select informed internal representatives
406 of the profession and/or discipline who are familiar with the
407 objectives and requirements of the school, college, or library
408 concerned. If appropriate, external representatives of the
409 profession may be selected. Search committees for the deans of
410 the law, engineering, and business schools or colleges shall include
411 at least two external representatives.
412

413 (6) University Counsel and Secretary of the Board of Regents
414

415 The Board of Regents, through consultation with the board chair
416 and president, shall appoint the search committee. The search
417 committee shall consist of two regents, one of whom will serve as
418 the search committee chair and the other as vice chair (unless
419 seven or more regents are members of the same political party, the
420 two regents shall not be members of the same political party), the
421 president or the president's designee, and the attorney general of
422 the state of Colorado or the attorney general's designee. The chair,
423 in consultation with the president, may also designate an officer of
424 the administration to serve as an administrative co-chair of the
425 committee to coordinate the search committee's activities. The
426 search committee chair shall solicit nominations from the faculty,
427 staff and student governance groups to serve on the search
428 committee and each governance group shall promptly either
429 nominate one or more members or inform the chair that it declines
430 to provide a nomination. The chair, in consultation with the
431 president, may also appoint such other members, including
432 members of the legal community, to create a diverse committee
433 that includes a variety of backgrounds, expertise and perspectives
434 relevant to the position.
435

436 (7) University Treasurer
437

438 The Board of Regents, through consultation with the board chair
439 and president, shall appoint the search committee. The search
440 committee shall consist of two regents, one of whom will serve as
441 the search committee chair and the other as vice chair (unless
442 seven or more regents are members of the same political party, the
443 two regents shall not be members of the same political party); the
444 president or the president's designee; and the chief financial officer

445 or the chief financial officer’s designee. The chair, in consultation
446 with the president, may also designate an officer of the
447 administration to serve as an administrative co-chair of the
448 committee to coordinate the search committee’s activities. The
449 search committee chair shall solicit nominations from the faculty,
450 staff and student governance groups to serve on the search
451 committee and each governance group shall promptly either
452 nominate one or more members or inform the chair that it declines
453 to provide a nomination. The chair, in consultation with the
454 president, may also appoint such other members, including
455 members of the financial community, to create a diverse committee
456 that includes a variety of backgrounds, expertise and perspectives
457 relevant to the position.

History:

- 461 • Adopted:
- 462 • Revised: December 18, 1974; February 26, 1975; November 20, 1986;
463 December 17, 1992; November 11, 1999; June 2, 2004; June 1, 2006; June 24,
464 2010; March 21, 2014; April 17, 2015 (The term “officer and exempt professional”
465 was replaced with the term “university staff”); and November 12, 2020 (renumbered
466 from 3.E to 3.C).
- 467 • Last Revised: November 12, 2020