



University of Colorado

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BOARD OF REGENTS

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Policy 3: UNIVERSITY STAFF

3.E: Searches for Administrators and Guidelines for the Appointment of Chief Officers of the University

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.

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 Colo. Rev. Stat. 24-6-402(3.5) and records pertaining to that person shall be available for public inspection as allowed by Colo. Rev. Stat. 24-72-204(XI)(A-B).

45 **3. Search Procedures**

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47 **a. The Search Committee**

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

54

55 **b. Membership**

56 The composition and selection of the search committee is defined in subsection j. of this policy. A
57 search committee member takes on a great responsibility not as a representative of a particular
58 constituency but as a representative of all members of the university community.

59

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

61

62 **c. Charge to the Committee**

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

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

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- 69 1. the scope of the search (internal, state/regional, or national) and methods of soliciting
70 nominations;
- 71 2. the requirements of affirmative action;
- 72 3. target dates for completing each stage of the search process and the schedule of reporting to the
73 supervising authority;
- 74 4. the number of candidates to be recommended to the supervising authority;
- 75 5. the arrangements to be followed for campus visits if required;
- 76 6. the provisions by which the committee will handle communications regarding the search and the
77 evaluation of candidates; and
- 78 7. information regarding the procedure to follow for committees making use of the services of a
79 professional consultant or search firm.

80

81 **d. Committee Process**

82 Before commencing its search, the committee shall consult with the supervising authority to discuss
83 and clarify the charge, desired academic or management credentials for candidates, and any other
84 appropriate criteria for screening and selecting candidates. The supervising authority in consultation
85 with the search committee will determine the most important qualities needed. In presidential and
86 chancellor searches the committee must operate in accordance with the provisions of C.R.S. § 24-6-
87 402, Open Meetings law.

88

89 The supervising authority will set the anticipated salary range at the outset of a search and inform
90 candidates at the appropriate time. The committee shall not assume limitations on salary or other
91 conditions that would qualify the considerations of candidates unless specified by the supervising
92 authority. In extraordinary circumstances the supervising authority, in consultation with the appointing
93 authority, may elect to offer a salary outside the specified range.

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95 The search committee shall develop a search plan consistent with the charge to the committee.

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97 **e. Search Committee Chair**

98 The supervising authority shall appoint the search committee chair. In the case of a presidential
99 search, the committee chair shall be a regent. The primary responsibilities of the chair shall be to
100 ensure that the best qualified candidates are considered and to:

- 101
- 102 1. guide the committee in developing and implementing the search plan;
 - 103 2. oversee the professional and timely operation of the committee;
 - 104 3. guarantee an opportunity for all qualified candidates to receive committee consideration;
 - 105 4. work with an affirmative action officer to ensure that effective recruitment mechanisms are utilized
106 and that the committee is provided information relevant to the recruitment of underrepresented
107 groups;
 - 108 5. ensure that complete records of meetings and action are maintained;
 - 109 6. maintain the confidentiality of the committee proceedings, communications with candidates, and
110 the identity of candidates, to the extent permitted by law;
 - 111 7. be the sole spokesperson regarding committee activities and the status of the search process;
 - 112 8. communicate with candidates and inform them of the status of the search process;
 - 113 9. ensure that financial expenditures generated by the committee are approved prior to their
114 obligation;
 - 115 10. report to the supervising authority the deliberations of the committee, divisions of opinion, and
116 information it has compiled about recommended candidates. The chair should report immediately
117 if any difficulties arise which threaten the committee's successful operation;
 - 118 11. when deemed necessary, authorize the committee members to visit a candidate's place of
119 employment if finances and candidate circumstances allow;
 - 120 12. make arrangements for a meeting between the supervising authority and the search committee at
121 the conclusion of the search process; and
 - 122 13. compile the search committee final report summarizing the process and lessons learned for the
123 benefit of future search committees for submission to the supervising authority.

124

125 **f. Search Administrator**

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

128

129 The supervising authority shall designate a search administrator with responsibility for providing staff
130 support to the search committee. The designated search administrator shall:

- 131 1. manage all logistics requirements;
- 132 2. maintain procedures for preserving search committee records; and
- 133 3. provide candidates with information relevant to the search and the university.

134

135 **g. Professional Consultant Support**

136 At the discretion of the supervising authority, a committee may use a professional consultant or
137 search firm. A professional consultant or search firm shall not be used as a substitute for a required
138 search committee.

139

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

142

143 **h. Candidate Selection**

144 The search committee emphasis shall be on attracting and selecting qualified candidates. The search
145 committee will recommend to the supervising authority the candidates it determines are best qualified
146 to fill the position.

147

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

151
152 Requirements for president and chancellor searches are set forth in C.R.S. § 24–6–402 (3.5) and
153 C.R.S. § 24–72–204(3)(a)(XI)(A).

154
155 **i. Final Selection**

156 The supervising authority will evaluate the candidates by means of personal interviews and by such
157 other information as may be obtained. Before making a final selection, the supervising authority will
158 meet with the search committee. In the case of searches for chancellors and vice presidents, the
159 president will consult with the regents in the final selection process and the regents may be involved
160 in interviewing candidates recommended by the president if they so desire. Before the president
161 identifies any candidate as a finalist for the position of chancellor, the president shall notify the
162 candidate of his or her intention and obtain the candidate’s permission to advance him or her as a
163 finalist. Following the supervising authority’s evaluation of the candidates, he/she will present the
164 selection to the appointing authority. The supervising authority may also ask the search committee for
165 additional candidates. The supervising authority shall be solely responsible for discussion with the
166 candidates concerning conditions and perquisites of employment.

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168 **j. Composition of the Search Committee**

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170 In the selection of search committee members, the supervising authority shall normally select the
171 committee member from nominations received but may appoint a committee member whether
172 nominated or not. The supervising authority shall appoint the search committee chair. In the case of a
173 presidential search, the Board of Regents shall elect from among its members a chair, who shall
174 conduct the meetings of the committee, and a vice chair, who shall assume the duties of the chair in
175 the chair’s absence. Unless seven or more regents are members of the same political party, the chair
176 and vice chair shall not be members of the same political party.

177
178 **(1) President**

179 The Board of Regents shall appoint the presidential search committee. The presidential search
180 committee shall consist of two regents; one dean of a school, college, or library; four faculty who are
181 members of the Faculty Senate, one representing each campus; one student; one staff; two
182 alumni/ae; and four community members. In appointing the presidential search committee, the Board
183 of Regents will strive to appoint a diverse committee that includes a variety of backgrounds, expertise
184 and perspectives to represent the interests of the university and the state. The board may also
185 appoint additional members if deemed appropriate.

186
187 Notwithstanding the above, the board reserves the right to appoint regents as the search committee.

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189 Presidential search committee membership is accomplished by regent resolution. The composition of
190 the presidential search committee shall be as follows:

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- 192 • Regents - The Board of Regents shall elect from among its members a chair, who shall
193 conduct the meetings of the committee, and a vice chair, who shall assume the duties of the
194 chair in the chair’s absence. Unless seven or more regents are members of the same political
195 party, the chair and vice chair shall not be members of the same political party. Additionally,
196 the presidential search committee chair cannot serve as board chair simultaneously.
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 - 198 • Dean of a school, college, or library – The board will request the chancellors and Council of
199 Academic Deans to nominate one or more deans from each campus.

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- Faculty – The board will request that the faculty governance groups nominate more than two faculty members who are members of the Faculty Senate with distinguished records of achievement from each campus.
 - Student – The board will request that the student governance organizations nominate two or more students from the student governance organizations from each campus.
 - Staff – The board will request that the staff governance organizations 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.
 - Alumni/ae – The board will request that the alumni organizations nominate two or more alumni from the alumni organizations from each campus.
 - Community Members – The board will solicit nominations from the community.

217 In accordance with subsection b. of this policy, the Board of Regents shall provide a charge to the
218 presidential search committee. That charge will include involving the Board of Regents at designated
219 points in the search process. Those points will include, at a minimum: meeting with the Board of
220 Regents to review the candidate pool at the point in the search where the committee has sufficiently
221 narrowed the pool that it is having serious discussions regarding which candidates will be invited for
222 initial interviews; and, referring a minimum of five unranked candidates to the Board of Regents for
223 the Board of Regents to consider interviewing. Following those interviews, the determination of which
224 candidates will be designated as the finalist(s) shall be made by the Board of Regents. Before the
225 Board of Regents identifies any candidate as a finalist, the chair and vice chair of the presidential
226 search committee shall notify the candidate of the Board of Regents' intention and obtain the
227 candidate's permission to advance him or her as a finalist. When narrowing the pool of candidates,
228 the presidential search committee shall utilize a positive voting process similar to that described in
229 Appendix A to this policy.

230

231 **(2) Vice Presidents**

- 232 a. For the all vice president positions, the president shall appoint the search committee.
- 233 b. Before appointing the search committee, the president shall solicit nominations from the faculty,
234 staff and student governance groups, and each governance group shall promptly either nominate one
235 or more members or inform the president that it declines to provide a nomination.
- 236 c. The president shall either choose a nominee from each governance group or, if none of the
237 nominees is acceptable to the president, the president will request additional nominations.
- 238 d. The search committee may consist of members representing other constituencies affected and, if
239 appropriate, outside persons having expertise in the field.
- 240 e. For all vice presidential searches, the president shall appoint an officer of the administration to
241 serve as the search committee chair.
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243
244 **(3) Chancellors**
245 The president shall appoint the search committee. The chancellor search committee shall consist of
246 at least four faculty (including an instructional, research or clinical faculty member); one dean
247 nominated by the campus deans' council); one student; one staff; and two external representatives
248 (e.g., alumni/ae, Colorado business leaders, community leaders). ~~one alumnus/a, or Colorado~~
249 ~~resident~~. The president shall request that the faculty, staff, and student governance groups; and
250 alumni organizations nominate from within their memberships. The president may also appoint
251 additional members if deemed appropriate. The president shall appoint an officer of the administration
252 who shall serve as the search committee chair.

253
254 **(4) Vice Chancellors**
255 a. The vice chancellor for academic affairs search committee shall consist of four faculty, one student,
256 one staff, and one alumnus/a. The chancellor may increase the committee size if deemed
257 appropriate. The chancellor will request nominations of eight or more faculty members, and two or
258 more persons from each campus staff, student, and alumni governance organization.
259 b. For all other vice chancellor positions – The chancellor will select committee members representing
260 constituencies affected and, if appropriate, outside persons having expertise in the field.

261
262 **(5) Deans of Schools, Colleges, and Libraries**
263 The supervising authority shall receive nominations for faculty membership on the search committee
264 from appropriate representative faculty groups of the school, or college, or library. ~~While there is no~~
265 ~~defined search committee membership, †~~The supervising authority shall select informed internal
266 representatives of the profession and/or discipline who are familiar with the objectives and
267 requirements of the school, college, or library concerned. If appropriate, external representatives of
268 the profession may be selected. Search committees for the deans of the law, engineering, and
269 business schools or colleges shall include at least two external representatives. ~~The supervising~~
270 ~~authority shall receive nominations for faculty membership on the committee from appropriate~~
271 ~~representative faculty groups of the school or college.~~

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273 **(6) University Counsel and Secretary of the Board of Regents**
274 The Board of Regents, through consultation with the board chair and president, shall appoint the
275 search committee. The search committee shall consist of two regents, one of whom will serve as the
276 search committee chair and the other as vice chair (unless seven or more regents are members of
277 the same political party, the two regents shall not be members of the same political party), the
278 president or the president's designee, and the Attorney General of the State of Colorado or the
279 Attorney General's designee. The chair, in consultation with the president, may also designate an
280 officer of the administration to serve as an administrative co-chair of the committee to coordinate the
281 search committee's activities. The search committee chair shall solicit nominations from the faculty,
282 staff and student governance groups to serve on the search committee and each governance group
283 shall promptly either nominate one or more members or inform the chair that it declines to provide a
284 nomination. The chair, in consultation with the president, may also appoint such other members,
285 including members of the legal community, to create a diverse committee that includes a variety of
286 backgrounds, expertise and perspectives relevant to the position.

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288 **(7) University Treasurer**
289 The Board of Regents, through consultation with the board chair and president, shall appoint the
290 search committee. The search committee shall consist of two regents, one of whom will serve as the
291 search committee chair and the other as vice chair (unless seven or more regents are members of
292 the same political party, the two regents shall not be members of the same political party), the
293 president or the president's designee, and the Chief Financial Officer or the Chief Financial Officer's
294 designee. The chair, in consultation with the president, may also designate an officer of the
295 administration to serve as an administrative co-chair of the committee to coordinate the search
296 committee's activities The search committee chair shall solicit nominations from the faculty, staff and

297 student governance groups to serve on the search committee and each governance group shall
298 promptly either nominate one or more members or inform the chair that it declines to provide a
299 nomination. The chair, in consultation with the president, may also appoint such other members,
300 including members of the financial community, to create a diverse committee that includes a variety of
301 backgrounds, expertise and perspectives relevant to the position.

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303 **History:**

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305 Revised: December 18, 1974; February 26, 1975; November 20, 1986; December 17, 1992;
306 November 11, 1999; June 2, 2004; June 1, 2006; June 24, 2010; March 21, 2014; ~~and~~ April 17, 2015;
307 and November 12, 2020 (Pending).

308 The term “officer and exempt professional” was replaced with the term “university staff” effective
309 April 17, 2015.

310 Last revised: April 17, 2015 November 12, 2020 (Pending)

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