

The yellow highlighted sections below relate to the CU presidential search process: 3.C.1-Policy Statement; 3.C.2-Definitions; and 3.C.3-Search Procedures. At this time, we are taking feedback and comments relating to the presidential search process.



# 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 Administrators and Guidelines for the Appointment of Chief Officers of the University

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

3.C.3 Search Procedures

(A) The Search Committee

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

(B) Membership

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

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

(C) Charge to the 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;
- (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

- 96 (7) information regarding the procedure to follow for committees making use  
97 of the services of a professional consultant or search firm.  
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99 (D) Committee Process

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101 Before commencing its search, the committee shall consult with the supervising  
102 authority to discuss and clarify the charge, desired academic or management  
103 credentials for candidates, and any other appropriate criteria for screening and  
104 selecting candidates. The supervising authority, in consultation with the search  
105 committee, will determine the most important qualities needed and prepare a  
106 written job description for the position. In presidential and chancellor  
107 searches the committee must operate in accordance with the provisions of  
108 C.R.S. § 24-6-402, Open Meetings Law.  
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110 The supervising authority, in conjunction with human resources, will set the  
111 anticipated salary range at the outset of a search and inform candidates as  
112 required by applicable law. The committee shall not assume limitations on  
113 salary or other conditions that would qualify the considerations of candidates  
114 unless specified by the supervising authority. In extraordinary circumstances  
115 the supervising authority, in consultation with the appointing authority, may elect  
116 to offer a salary outside the specified range.  
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118 The search committee shall develop a search plan consistent with the charge to  
119 the committee and applicable law.  
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121 (E) Search Committee Chair

122 The supervising authority shall appoint the search committee chair. In the case  
123 of a presidential search, the committee chair shall be a regent. The primary  
124 responsibilities of the chair shall be to ensure that the best qualified candidates  
125 are considered and to:  
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- 128 (1) guide the committee in developing and implementing the search plan;
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  - 130 (2) oversee the professional and timely operation of the committee;
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  - 132 (3) guarantee an opportunity for all qualified candidates to receive committee  
133 consideration;
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  - 135 (4) work with an affirmative action officer to ensure that effective recruitment  
136 mechanisms are utilized and that the committee is provided information  
137 relevant to the recruitment of underrepresented groups;
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  - 139 (5) ensure that complete records of meetings and action are maintained;
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  - 141 (6) maintain the confidentiality of the committee proceedings,  
142 communications with candidates, and the identity of candidates, to the  
143 extent permitted by law;
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  - 145 (7) be the sole spokesperson regarding committee activities and the status of  
146 the search process;
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  - 148 (8) communicate with candidates and inform them of the status of the search  
149 process;
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- 151 (9) ensure that financial expenditures generated by the committee are
- 152 approved prior to their obligation;
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- 154 (10) report to the supervising authority the deliberations of the committee,
- 155 divisions of opinion, and information it has compiled about recommended
- 156 candidates. The chair should report immediately if any difficulties arise
- 157 which threaten the committee's successful operation;
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- 159 (11) when deemed necessary, authorize the committee members to visit a
- 160 candidate's place of employment if finances and candidate circumstances
- 161 allow;
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- 163 (12) make arrangements for a meeting between the supervising authority and
- 164 the search committee at the conclusion of the search process; and
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- 166 (13) compile the search committee final report summarizing the process and
- 167 lessons learned for the benefit of future search committees for
- 168 submission to the supervising authority.

169 (F) Search Administrator

170 The system or campus administration must provide the committee adequate

171 resources, assistance, and release time to carry out its responsibilities.

172 The supervising authority shall designate a search administrator with

173 responsibility for providing staff support to the search committee. The

174 designated search administrator shall:

- 175 (1) manage all logistics requirements;
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- 177 (2) maintain procedures for preserving search committee records; and
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- 179 (3) provide candidates with information relevant to the search and the
- 180 university.

181 (G) Professional Consultant Support

182 At the discretion of the supervising authority and in consultation with campus

183 or system human resources, a committee may use a professional consultant

184 or search firm. A professional consultant or search firm shall not be used as a

185 substitute for a required search committee.

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

187 professional consultants or firms.

188 (H) Candidate Selection

189 The search committee emphasis shall be on attracting and selecting qualified

190 candidates. The search committee will recommend to the supervising authority

191 the candidates it determines are best qualified to fill the position. In selecting

192 and recommending such candidates, the search committee will strive to select

193 and recommend a diverse pool of candidates with a variety of backgrounds,

194 expertise, and perspectives to represent the interests of the university and the

195 state, consistent with regent law and policy.

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

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

(I) Final Selection

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

(J) Composition of the Search Committee

In the selection of search committee members, the supervising authority shall normally select the committee member from nominations received but may appoint a committee member whether nominated or not. The supervising authority shall appoint the search committee chair. In the case of a presidential search, 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.

(1) President

The Board of Regents shall appoint the presidential search committee. 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; two students, one undergraduate and one graduate; two staff; two alumni/ae; one member of the University of Colorado Foundation Board of Directors; and four community members. In appointing the presidential search committee, the Board of Regents will strive to appoint a diverse committee that includes a variety of backgrounds, expertise, and perspectives to represent the interests of the university and the state. The board may also appoint additional members if deemed appropriate.

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

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Presidential search committee membership is accomplished by regent resolution. The composition of 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 – 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.
- (d) Student – The board will request that the student governance organizations nominate two or more students from the student governance organizations from each campus.
- (e) 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.
- (f) Alumni/ae – The board will request that the alumni organizations nominate two or more alumni from the alumni organizations from each campus.
- (g) University of Colorado Foundation Board of Directors – The board will request that the chair of University of Colorado Foundation Board of Directors nominates one of the members of the Board of Directors.
- (h) 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;

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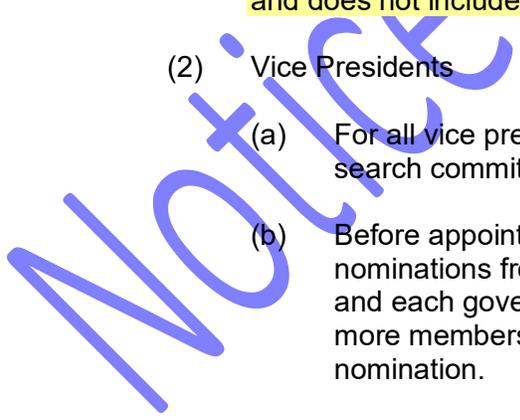
- (d) an acknowledgement of the substantial time commitments that service on the committee will entail; and
- (e) an acknowledgement that the Board of Regents may replace a member who fails to attend committee meetings or participate meaningfully in the search process.

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: 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 which candidates will be invited for initial interviews; and 2) referring a minimum of five unranked candidates to 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 – Positive Voting Process](#).

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 C.R.S. § 24-72-202(1.3), but is not named as a finalist pursuant to C.R.S. § 24-6-402(3.5). "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.



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(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.
- (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) University Counsel and Secretary of the Board of Regents

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 attorney general of the state of Colorado or the attorney general'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

424 president, may also appoint such other members, including members of  
425 the legal community, to create a diverse committee that includes a variety  
426 of backgrounds, expertise, and perspectives relevant to the position.  
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428 (7) University Treasurer

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430 The Board of Regents, through consultation with the board chair and  
431 president, shall appoint the search committee. The search committee  
432 shall consist of two regents, one of whom will serve as the search  
433 committee chair and the other as vice chair (unless seven or more  
434 regents are members of the same political party, the two regents shall not  
435 be members of the same political party); the president or the president's  
436 designee; and the chief financial officer or the chief financial officer's  
437 designee. The chair, in consultation with the president, may also  
438 designate an officer of the administration to serve as an administrative co-  
439 chair of the committee to coordinate the search committee's activities.  
440 The search committee chair shall solicit nominations from the faculty, staff  
441 and student governance groups to serve on the search committee and  
442 each governance group shall promptly either nominate one or more  
443 members or inform the chair that it declines to provide a nomination. The  
444 chair, in consultation with the president, may also appoint such other  
445 members; including members of the financial community, to create a  
446 diverse committee that includes a variety of backgrounds, expertise, and  
447 perspectives relevant to the position.  
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449 **History:**

- 450 • Adopted:
- 451 • Revised: December 18, 1974; February 26, 1975; November 20, 1986; December 17,  
452 1992; November 11, 1999; June 2, 2004; June 1, 2006; June 24, 2010; March 21, 2014;  
453 April 17, 2015 (the term "officer and exempt professional" was replaced with the term  
454 "university staff"); November 12, 2020 (renumbered from 3.E to 3.C); September 10, 2021;  
455 and February 10, 2022 - revised for changes related to the Colorado Equal Pay for Equal  
456 Work Act and made retroactive to January 1, 2021.
- 457 • Last Reviewed: September 10, 2021.  
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## 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.

Notice of Review