



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

46 C.R.S. § 24-6-402(3.5) and records pertaining to that person shall be available for
47 public inspection as allowed by C.R.S. § 24-72-204(XI)(A-B).
48

49 3.C.3 Search Procedures
50

51 (A) The Search Committee
52

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

63 (B) Membership
64

65 The composition and selection of the search committee is defined in section
66 3.C.3(J) of this policy. A search committee member takes on a great
67 responsibility not as a representative of a particular constituency but as a
68 representative of all members of the university community.
69

70 Each member is expected to participate fully in committee activities and to vote.
71

72 (C) Charge to the Committee
73

74 For each position for which a search has been authorized, the supervising
75 authority shall issue a charge to the committee and establish the search budget.
76

77 The charge will outline in appropriate detail the requirements that the committee
78 shall respect, namely:
79

- 80 (1) the scope of the search (internal, state/regional, or national) and methods
81 of soliciting nominations;
- 82 (2) the requirements of affirmative action;
- 83 (3) target dates for completing each stage of the search process and the
84 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 making use
91 of the services of a professional consultant or search firm.
92
93
94
95
96
97
98

99
100
101
102
103
104
105
106
107
108
109
110
111
112
113
114
115
116
117
118
119
120
121
122
123
124
125
126
127
128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149
150
151
152
153

(D) Committee Process

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

The supervising authority, in conjunction with human resources, will set the anticipated salary range at the outset of a search and inform candidates as required by applicable law. The committee shall not assume limitations on salary or other conditions that would qualify the considerations of candidates unless specified by the supervising authority. In extraordinary circumstances the supervising authority, in consultation with the appointing authority, may elect to offer a salary outside the specified range.

The search committee shall develop a search plan consistent with the charge to the committee and applicable law.

(E) Search Committee Chair

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

- (1) guide the committee in developing and implementing the search plan;
- (2) oversee the professional and timely operation of the committee;
- (3) guarantee an opportunity for all qualified candidates to receive committee consideration;
- (4) work with an affirmative action officer to ensure that effective recruitment mechanisms are utilized and that the committee is provided information relevant to the recruitment of underrepresented groups;
- (5) ensure that complete records of meetings and action are maintained;
- (6) maintain the confidentiality of the committee proceedings, communications with candidates, and the identity of candidates, to the extent permitted by law;
- (7) be the sole spokesperson regarding committee activities and the status of the search process;
- (8) communicate with candidates and inform them of the status of the search process;
- (9) ensure that financial expenditures generated by the committee are approved prior to their obligation;

- 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;
158
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;
162
163 (12) make arrangements for a meeting between the supervising authority and
164 the search committee at the conclusion of the search process; and
165
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
170 (F) Search Administrator
171

172 The system or campus administration must provide the committee adequate
173 resources, assistance, and release time to carry out its responsibilities.
174

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

- 178 (1) manage all logistics requirements;
179
180 (2) maintain procedures for preserving search committee records; and
181
182 (3) provide candidates with information relevant to the search and the
183 university.
184

185
186 (G) Professional Consultant Support
187

188 At the discretion of the supervising authority and in consultation with campus
189 or system human resources, a committee may use a professional consultant
190 or search firm. A professional consultant or search firm shall not be used as a
191 substitute for a required search committee.
192

193 The Procurement Service Center will maintain an approved list of pre-qualified
194 professional consultants or firms.
195

196 (H) Candidate Selection
197

198 The search committee emphasis shall be on attracting and selecting qualified
199 candidates. The search committee will recommend to the supervising authority
200 the candidates it determines are best qualified to fill the position. In selecting
201 and recommending such candidates, the search committee will strive to select
202 and recommend a diverse pool of candidates with a variety of backgrounds,
203 expertise, and perspectives to represent the interests of the university and the
204 state, consistent with regent law and policy.
205

206 The supervising authority will determine which of the recommended candidates
207 will be interviewed and in what order. The supervising authority shall also have

208 the authority to interview a highly-qualified candidate who has not been
209 recommended by the search committee.

210
211 Requirements for president and chancellor searches are set forth in
212 C.R.S. § 24-6-402 (3.5) and C.R.S. § 24-72-204(3)(a)(XI)(A).

213
214 (I) Final Selection

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

230
231 (J) Composition of the Search Committee

232
233 In the selection of search committee members, the supervising authority shall
234 normally select the committee member from nominations received but may
235 appoint a committee member whether nominated or not. The supervising
236 authority shall appoint the search committee chair. In the case of a presidential
237 search, the Board of Regents shall elect from among its members a chair, who
238 shall conduct the meetings of the committee, and a vice chair, who shall assume
239 the duties of the chair in the chair's absence. Unless seven or more regents are
240 members of the same political party, the chair and vice chair shall not be
241 members of the same political party.

242
243 (1) President

244
245 The Board of Regents shall appoint the presidential search committee.
246 The presidential search committee shall consist of at least two regents;
247 one dean of a school, college, or library; four faculty who are members of
248 the Faculty Senate, one representing each campus; two students, one
249 undergraduate and one graduate; two staff; two alumni/ae; one member
250 of the University of Colorado Foundation Board of Directors; and four
251 community members. In appointing the presidential search committee,
252 the Board of Regents will strive to appoint a diverse committee that
253 includes a variety of backgrounds, expertise, and perspectives to
254 represent the interests of the university and the state. The board may
255 also appoint additional members if deemed appropriate.

256
257 Notwithstanding the above, the board reserves the right to appoint
258 regents as the search committee.
259

260
261
262
263
264
265
266
267
268
269
270
271
272
273
274
275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305
306
307
308
309
310
311
312
313

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;

- 314 (d) an acknowledgement of the substantial time commitments that
- 315 service on the committee will entail; and
- 316
- 317 (e) an acknowledgement that the Board of Regents may replace a
- 318 member who fails to attend committee meetings or participate
- 319 meaningfully in the search process.
- 320

321 In accordance with section 3.C.3(C) of this policy, the Board of Regents
322 shall provide a charge to the presidential search committee. That charge
323 will include involving the Board of Regents at designated points in the
324 search process. Those points will include, at a minimum: 1) meeting with
325 the Board of Regents to review the candidate pool at the point in the
326 search where the committee has sufficiently narrowed the pool that it is
327 having serious discussions regarding which candidates will be invited for
328 initial interviews; and 2) referring a minimum of five unranked candidates
329 to the Board of Regents to consider interviewing. Following those
330 interviews, the determination of which candidates will be designated as
331 the finalist(s) shall be made by the Board of Regents. Before the Board
332 of Regents identifies any candidate as a finalist, the chair and vice chair
333 of the presidential search committee shall notify the candidate of the
334 Board of Regents' intention and obtain the candidate's permission to
335 advance them as a finalist. When narrowing the pool of candidates, the
336 presidential search committee shall utilize a positive voting process
337 similar to that described in [Appendix A – Positive Voting Process](#).

338
339 A custodian of records shall allow public inspection of the demographic
340 data of a candidate who was interviewed by the search committee for an
341 executive position as defined in C.R.S. § 24-72-202(1.3), but is not
342 named as a finalist pursuant to C.R.S. § 24-6-402(3.5). "Demographic
343 data" means information on a candidate's race and gender that has been
344 legally requested and voluntarily provided on the candidate's application
345 and does not include the candidate's name or other information.

346
347 (2) Vice Presidents

- 348
- 349 (a) For all vice president positions, the president shall appoint the
- 350 search committee.
- 351
- 352 (b) Before appointing the search committee, the president shall solicit
- 353 nominations from the faculty, staff, and student governance groups,
- 354 and each governance group shall promptly either nominate one or
- 355 more members or inform the president that it declines to provide a
- 356 nomination.
- 357
- 358 (c) The president shall either choose a nominee from each
- 359 governance group or, if none of the nominees is acceptable to the
- 360 president, the president will request additional nominations.
- 361
- 362 (d) The search committee may consist of members representing other
- 363 constituencies affected and, if appropriate, outside persons having
- 364 expertise in the field.
- 365
- 366 (e) For all vice presidential searches, the president shall appoint an
- 367 officer of the administration to serve as the search committee chair.
- 368

369
370
371
372
373
374
375
376
377
378
379
380
381
382
383
384
385
386
387
388
389
390
391
392
393
394
395
396
397
398
399
400
401
402
403
404
405
406
407
408
409
410
411
412
413
414
415
416
417
418
419
420
421
422
423

(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.
427

428 (7) University Treasurer
429

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.
448

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.
458

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.