



University of Colorado

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BOARD OF REGENTS

3. UNIVERSITY STAFF

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) ~~Qualified internal candidates~~ applicants shall be given ~~an equal~~ 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).

45 3.C.3 Search Procedures

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(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
- (7) information regarding the procedure to follow for committees making use of the services of a professional consultant or search firm.

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

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

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166 (F) Search Administrator
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168 The system or campus administration must provide the committee adequate
169 resources, assistance, and release time to carry out its responsibilities.
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171 The supervising authority shall designate a search administrator with
172 responsibility for providing staff support to the search committee. The
173 designated search administrator shall:

- 174 (1) manage all logistics requirements;
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176 (2) maintain procedures for preserving search committee records; and
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178 (3) provide candidates with information relevant to the search and the
179 university.
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182 (G) Professional Consultant Support
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184 At the discretion of the supervising authority and in consultation with campus
185 or system human resources, a committee may use a professional consultant
186 or search firm. A professional consultant or search firm shall not be used as a
187 substitute for a required search committee.
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189 The Procurement Service Center will maintain an approved list of pre-qualified
190 professional consultants or firms.
191

192 (H) Candidate Selection
193

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

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

205 recommended by the search committee.

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207 Requirements for president and chancellor searches are set forth in C.R.S. § 24-
208 6-402 (3.5) and C.R.S. § 24-72-204(3)(a)(XI)(A).

209
210 (I) Final Selection

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

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227 (J) Composition of the Search Committee

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

238
239 (1) President

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

252
253 Notwithstanding the above, the board reserves the right to appoint
254 regents as the search committee.

255
256 Presidential search committee membership is accomplished by regent
257 resolution. The composition of the presidential search committee shall be
258 as follows:

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- 260 (a) Regents – The Board of Regents shall elect from among its
261 members a chair, who shall conduct the meetings of the
262 committee; and a vice chair, who shall assume the duties of the
263 chair in the chair's absence. Unless seven or more regents are
264 members of the same political party, the chair and vice chair shall
265 not be members of the same political party. Additionally, the
266 presidential search committee chair cannot serve as board chair
267 simultaneously.
268
- 269 (b) Dean of a school, college, or library – The board will request the
270 chancellors and Council of Academic Deans to nominate one or
271 more deans from each campus.
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- 273 (c) Faculty – The board will request that the faculty governance
274 groups nominate more than two faculty members who are
275 members of the Faculty Senate with distinguished records of
276 achievement from each campus.
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- 278 (d) Student – The board will request that the student governance
279 organizations nominate two or more students from the student
280 governance organizations from each campus.
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- 282 (e) Staff – The board will request that the staff governance
283 organizations nominate two or more staff from the staff
284 governance organizations from system administration and each
285 campus and that both classified and university staff be nominated.
286
- 287 (f) Alumni/ae – The board will request that the alumni organizations
288 nominate two or more alumni from the alumni organizations from
289 each campus.
290
- 291 (g) University of Colorado Foundation Board of Directors – The board
292 will request that the chair of University of Colorado Foundation
293 Board of Directors nominates one of the members of the Board of
294 Directors.
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- 296 (h) Community Members – The board will solicit nominations from the
297 community for members of the public to serve in a nonpartisan
298 role on the committee.
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300 Nominations for the search committee are due to the board no later than
301 30 days after the date on which the board solicits nominations.

302 Nominations submitted to the board must include:

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- 304 (a) the professional qualifications of the potential committee member;
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- 306 (b) a statement of interest from the potential committee member;
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- 308 (c) a certification from the nominee that no conflict of interest exists;
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- 310 (d) an acknowledgement of the substantial time commitments that
311 service on the committee will entail; and
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- 313 (e) an acknowledgement that the Board of Regents may replace a
314 member who fails to attend committee meetings or participate
315 meaningfully in the search process.
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317 In accordance with section 3.C.3(C) of this policy, the Board of Regents
318 shall provide a charge to the presidential search committee. That charge
319 will include involving the Board of Regents at designated points in the
320 search process. Those points will include, at a minimum: meeting with
321 the Board of Regents to review the candidate pool at the point in the
322 search where the committee has sufficiently narrowed the pool that it is
323 having serious discussions regarding which candidates will be invited for
324 initial interviews; and referring a minimum of five unranked candidates to
325 the Board of Regents to consider interviewing. Following those
326 interviews, the determination of which candidates will be designated as
327 the finalist(s) shall be made by the Board of Regents. Before the Board
328 of Regents identifies any candidate as a finalist, the chair and vice chair
329 of the presidential search committee shall notify the candidate of the
330 Board of Regents' intention and obtain the candidate's permission to
331 advance them as a finalist. When narrowing the pool of candidates, the
332 presidential search committee shall utilize a positive voting process
333 similar to that described in Appendix A to this policy.
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335 A custodian of records shall allow public inspection of the demographic
336 data of a candidate who was interviewed by the search committee for an
337 executive position as defined in section 24-72-202(1.3), Colorado
338 Revised Statutes, but is not named as a finalist pursuant to section 24-6-
339 402(3.5), Colorado Revised Statutes. "Demographic data" means
340 information on a candidate's race and gender that has been legally
341 requested and voluntarily provided on the candidate's application and
342 does not include the candidate's name or other information.
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344 (2) Vice Presidents

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

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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 president, may also appoint such other members, including members of

423 the legal community, to create a diverse committee that includes a variety
424 of backgrounds, expertise, and perspectives relevant to the position.

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426 (7) University Treasurer

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

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448 **History:**

- 449 • Adopted:
- 450 • Revised: December 18, 1974; February 26, 1975; November 20, 1986; December 17,
451 1992; November 11, 1999; June 2, 2004; June 1, 2006; June 24, 2010; March 21, 2014;
452 April 17, 2015 (The term "officer and exempt professional" was replaced with the term
453 "university staff"); and November 12, 2020 (renumbered from 3.E to 3.C); September 10,
454 2021.
- 455 • Last Revised: September 10, 2021.