3. OFFICERS OF THE UNIVERSITY AND ADMINISTRATION

Policy 3.A: Definitions of Officers of the University

3.A.1 President

(A) As provided by laws of the state of Colorado, the president shall be the principal executive officer of the university, a member of the faculty, and shall carry out the policies and programs established by the Board of Regents. [Section 23-20-106 C.R.S.]

(B) As the principal executive officer, the president shall be responsible for the academic, administrative, and fiscal matters of the university and for compliance of all university matters with applicable regent laws and policies and state and federal constitutions, laws, and regulations. The president shall be the arbiter in case of intra-university conflicts. The president may delegate the responsibility of university academic, administrative and fiscal operations, so long as the delegation is consistent with other university laws and policies and with federal and state law.

(C) The president shall report directly to the Board of Regents, serve at its pleasure, and hold office until removed by the Board of Regents.

(D) The president shall be the chief academic officer of the university and a member of its faculty thereof. As chief academic officer, the president shall be responsible for providing academic leadership for the university in meeting the needs of the state and shall maintain and advance the academic policies of the university.

(E) The president shall be the chief spokesperson for the university and interpreter of university policy and shall represent and interpret the roles, goals, and needs of the university throughout the state and elsewhere.

(F) The president shall be an ex officio member of the Faculty Council, and president of the Faculty Senate.

(G) The president is authorized:

(1) to approve appointments and any subsequent related changes, including salaries, in accordance with the delegation of personnel authority approved by the Board of Regents; and

(2) to accept, on behalf of the Board of Regents, resignations of all university employees, except the university counsel, secretary of the Board of Regents, treasurer, and associate vice president of internal audit.

(H) The president is authorized to make and execute contracts on behalf of the university without the prior approval of the Board of Regents, except as may be limited by law, or when the Board of Regents has expressly provided otherwise for a specific contract or category of contracts.

See regent policy 13.I for Board of Regent notification requirements.

(I) The president shall advise the Board of Regents of matters that the Board of Regents should consider in meeting its policymaking responsibilities.

3.A.2 University Counsel

(A) The university counsel shall be the general counsel of the university, and when so designated, shall act as the representative of the attorney general of the state. The university counsel shall be the legal advisor to the president and Board of Regents and shall institute and prosecute or defend all suits on behalf of the university.

(B) The university counsel shall report jointly to the Board of Regents and to the president. In the event of a conflict, the university counsel reports directly to the Board of Regents.

3.A.3 Secretary

(A) The secretary of the Board of Regents shall be the corporate secretary of the Board of Regents and shall perform the duties set forth in Section 23-20-108, C.R.S., and such other duties as may be assigned by the Board of Regents.

(B) The secretary of the Board of Regents report to the Board of Regents and works collaboratively with the president and other members of the university administration.

3.A.4 Treasurer

(A) The treasurer shall perform the duties set forth in Section 23-20-109, C.R.S. The treasurer shall give bond as required by the laws of the state of Colorado or such further amounts as the Board of Regents may specify, conditioned for the faithful discharge of duties.

(B) The treasurer is the chief investment officer, who shall be responsible to the Board of Regents and the president for all treasury functions, including investing university funds, cash management, debt management, and maintaining real property records in accordance with these laws and policies. The treasurer shall perform such other duties as may be assigned by the Board of Regents, the president or the chief financial officer of the university.

(C) The treasurer shall advise the Board of Regents, the president, and the chief financial officer (or the president's designee) on treasury matters and issues.

(D) The treasurer shall report jointly to the Board of Regents and to the president or the chief financial officer. In the event of a conflict, the treasurer reports directly to the Board of Regents.

3.A.5 Associate Vice President of Internal Audit

(A) The associate vice president shall perform the duties set forth in the Department of Internal Audit Charter as adopted and amended by the Board of Regents.

(B) The associate vice president shall report to the Board of Regents and administratively to the university counsel. In the event of a conflict, the associate vice president of internal audit reports directly to the Board of Regents.

(C) The associate vice president of internal audit will conduct its activities in accordance with:

- Board of Regents laws and policies;
- university policies and standards; and
- if consistent with the foregoing, with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing*.

(D) The associate vice president of internal audit shall inform the regent's Audit Committee of the Department of Internal Audit's policies, procedures and practices for conducting audits, investigations and consulting activity, as well as emerging trends and successful practices in internal auditing.

History:

- Adopted: September 7, 2017, sections contained in this policy were previously contained in regent article 3.B.1, 3.B.2, 3.B.3, 3.B.4.
- Revised: September 10, 2020 (updated to add reference to the new regent policy 13.I).
- Last Reviewed: September 10, 2026.
- Non-substantive Changes: October 2025 (title changes relating to the University Counsel and Board Secretary).

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3. OFFICERS OF THE UNIVERSITY AND ADMINISTRATION

Policy 3.B: Definitions of Officers of the Administration

3.B.1 Chancellors

The chancellor of each campus shall be the campus's chief executive officer and shall be the chief academic, fiscal and administrative officer responsible to the president for the conduct of the affairs of their respective campus in accordance with the policies of the Board of Regents. The chancellor shall have such other responsibilities as may be required by these Laws or regent policy or as may be delegated by the president.

3.B.2 Other Officers of the Administration

All other officers of the administration shall have their duties defined in the applicable position description.

History:

- Sections contained in this policy were previously contained in Regent Article 3.B.6 and 3.B.7.
- Last Revised: September 7, 2017.
- Last Reviewed: June 4, 2026.

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3. OFFICERS OF THE UNIVERSITY AND ADMINISTRATION

Policy 3.C: Searches for Officers of the University and Chancellors

3.C.1 Policy Statement

Search committees are mandated when vacancies occur in the officer of the university positions as defined in regent policy 3.A and of campus chancellors.

(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 of Regents (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 searches for officers of the university, the Board of Regents is both the appointing and supervising authority. In a chancellor search, the president is both the appointing and supervising authority.

Candidate – A person who applies for any officer of the university or chancellor position 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 (3)(a)(XI)(A) and (B).

3.C.3 Search Procedures

(A) Search Committee Chair

The supervising authority shall appoint the search committee chair. In searches for officers of the university, 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. The primary responsibilities of the chair are 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 the human resources representative and diversity 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) may be or may delegate the role of spokesperson regarding committee activities and the status of the search process;

(8) communicate with or delegate the role of communicating 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;

(10) report to the supervising authority the deliberations of the committee, divisions of opinion, and information it has compiled about recommended candidates. The chair should report immediately to the appointing authority if any difficulties arise that threaten the committee's successful operation;

(11) when deemed necessary, authorize the committee members to visit a candidate's place of employment if finances and candidate circumstances allow;

(12) make arrangements for a meeting between the supervising authority and the search committee at the conclusion of the search process;

(13) compile the search committee final report summarizing the process and lessons learned for the benefit of future search committees for submission to the supervising authority; and

(14) ensure each committee member is given time and attention for comments they choose to share in order for all attendees to have appropriate input.

(B) 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 committee members whether nominated or not.

A search committee member takes on great responsibility not just 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.

In appointing a search committee, the Board of Regents or president, as applicable, 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 or president, as applicable, may also appoint additional members if deemed appropriate.

(1) President

The Board of Regents shall appoint the presidential search committee by Regent resolution. The presidential search committee shall consist of at least:

- two regents;
- one dean;
- four faculty, one representing each campus (at least one representing IRC/non-tenure track faculty);
- two students, one undergraduate and one graduate;
- two staff members;
- two alumni;
- one member of the University of Colorado Foundation Board of Directors; and
- four community members.

The Board of Regents will solicit nominations from the following groups for the presidential search committee:

(a) Regents – The Board of Regents shall elect from among its members a chair. 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 to nominate one or more deans from each campus.

(c) Faculty members, representing each campus – The board will request that each campuswide faculty governance group nominate at least three faculty members who are members of the Faculty Senate with distinguished records of achievement from each campus, with at least one nominee representing IRC/non-tenured track faculty.

(d) Students, one undergraduate and one graduate student – The board will request that each campuswide student governance organization nominate two or more students from the student governance organizations from each campus.

(e) Staff members – The board will request that each campuswide and system administration staff governance organization nominate two or more staff from the staff governance organizations.

(f) Alumni – The board will request that each campuswide alumni organization 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 two members of the Board of Directors.

(h) Community members – The board may solicit nominations from various community groups.

Nominations for the search committee are due to the board no later than 30 days after the date on which the board solicits nominations. Self-nominations will also be considered. Nominations submitted to the board must include:

(a) the professional qualifications of the potential committee member;

(b) a statement of interest from the potential committee member;

(c) a certification from the nominee that no conflict of interest exists;

(d) an acknowledgement of the substantial time commitments that service on the committee will entail; and

(e) an acknowledgement that the Board of Regents may replace a member who fails to attend committee meetings or participate meaningfully in the search process.

(2) Chancellors

The president shall appoint the search committee. The chancellor search committee shall consist of at least:

(a) one officer of the administration who shall serve as the search committee chair;

(b) four faculty (including an instructional, research or clinical faculty member);

(c) one dean;

(d) two students (one undergraduate and one graduate);

(e) two staff members; and

(f) two external representatives (e.g., alumni/ae, Colorado business leaders, community leaders).

The president shall request that the campuswide faculty, staff, and student governance groups and alumni organizations nominate potential search committee members from within their memberships. The president may also appoint additional members if deemed appropriate.

(3) University Counsel, Secretary of the Board of Regents, University Treasurer, and Associate Vice President of Internal Audit

The Board of Regents, through consultation with the board chair and president, shall appoint the search committee. The search committee shall consist of at least:

(a) 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); and

(b) the president or the president's designee;

The chair, in consultation with the president:

(a) may designate an officer of the administration to serve as a voting administrative co-chair of the committee to coordinate the search committee's activities; and

(b) may appoint such other members to create a diverse committee that includes a variety of backgrounds, expertise, and perspectives relevant to the position.

The search committee chair shall solicit nominations from the faculty, staff, and student systemwide 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.

In addition to the search committee members identified above:

(a) the search committee for University Counsel shall include the attorney general of the state of Colorado or the attorney general's designee;

(b) the search committee for University Treasurer shall include at least one campus chief financial officer or campus chief financial officer's designee; and

(c) The search committee for Associate Vice President of Internal Audit shall include at least one campus chief financial officer or campus chief financial officer's designee.

(C) Charge to the Search 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) diversity, equity, and inclusion expectations for diverse candidate pools;

(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.

In addition to the requirements above, when the Board of Regents provides 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 and is deciding which candidates will be invited for initial interviews; and 2) referring a list of five unranked candidates to the Board of Regents for the board to consider interviewing.

(D) Search Administrator

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

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

(1) manage all logistics requirements;

(2) maintain procedures for preserving search committee records; and

(3) provide candidates with information relevant to the search and the university.

(E) Professional Consultant Support

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

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

(F) Committee Process

Before commencing its search, the committee shall consult with the supervising authority to discuss and clarify the charge, desired academic, financial, legal, management or other professional 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 based on the 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. The expected salary range will be included in the official job posting as required by Colorado's Equal Pay for Equal Work Act. The committee shall not assume limitations on salary or other conditions that would qualify the considerations of candidates. In extraordinary circumstances the supervising authority, in consultation with Human Resources and the appointing authority, may elect to offer a salary outside the specified range. A candidate's current salary or salary history shall not be used as a factor in setting the final hiring salary.

All members of the search committee are to be trained on the impacts of bias in hiring processes and specific ways that biases may manifest both among committee members and in the applications of candidates.

The search committee shall work within a search plan consistent with the charge to the committee and applicable law. The search plan should include:

(1) inviting candidates from historically marginalized or excluded groups to apply;

(2) reaching out to historically marginalized or excluded serving institutions for candidate recommendations; and

(3) reaching out to current and retired university faculty, staff, and community members from historically marginalized or excluded groups to recommend candidates and share the job announcement with their networks.

At the conclusion of the search, a custodian of records shall allow public inspection of the aggregate demographic data of the candidates interviewed by the search committee for an executive position as defined in C.R.S. § 24-72-202 (1.3), but who are 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 identifying information.

(G) Candidate Selection

The search committee emphasis shall be on attracting and selecting qualified candidates. The search committee will recommend to the supervising authority the candidates it determines are best qualified to fill the position. In selecting and recommending such candidates, the search committee will strive to select and recommend a diverse pool of candidates with a variety of backgrounds, expertise, and perspectives to represent the interests of the university and the 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 highly-qualified candidates who were not 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).

(H) 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, 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 and may also ask the search committee for additional candidates. The supervising authority or their designee shall be solely responsible for discussion with the candidates concerning conditions and perquisites of employment.

The determination of which candidates will be designated as the finalist(s) for officers of the university shall be made by the Board of Regents, and the determination of finalists for chancellor shall be made by the president. Before any candidate is identified as a finalist, the chair of the search committee shall notify the candidate and obtain the candidate's permission to advance them as a public finalist.

History:

- Adopted:
- Revised: December 18, 1974; February 26, 1975; November 20, 1986; December 17, 1992; November 11, 1999; June 2, 2004; June 1, 2006; June 24, 2010; March 21, 2014; April 17, 2015 (the term "officer and exempt professional" was replaced with the term "university staff"); November 12, 2020 (renumbered from 3.E to 3.C); September 10, 2021; and February 10, 2022 - revised for changes related to the Colorado Equal Pay for Equal Work Act and made retroactive to January 1, 2021; November 7, 2024 (Searches for Officers of the Administration except Chancellors was moved to regent policy 3.D).
- Last Reviewed: November 7, 2024.
- Non-substantive Changes: October 2025 (title changes relating to the University Counsel and Board Secretary).

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Policy 3.D: Searches for Officers of the Administration (except Chancellors)

3.D.1 Policy Statement

Search committees are mandated when vacancies occur in Officer of the Administration positions as defined in Article 3, Part C of the Laws of the Regents. It is at the discretion of the supervising authority to decide the length of the search and if posting for internal candidates only. Searches for Chancellors are detailed in regent policy 3.C, and all other searches for the Officer of the Administration positions are governed by this policy.

(A) Vacancies for these positions shall be filled in accordance with this regent policy.

(B) Qualified internal applicants shall be given the opportunity to compete with qualified external candidates.

(C) 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.

(D) All searches are managed by the respective campus or system administration.

3.D.2 Definitions

(A) Supervising authority - The supervising authority is the individual or body to whom the employee directly reports.

(B) Officers of the Administration – Officers of the Administration are defined in article 3, part C of the Laws of the Regents, and include those individuals who hold the title or interim/acting title of chancellor; vice president; associate vice president; vice chancellor; associate vice chancellor; associate counsel; and deans of the schools, colleges, and libraries. Article 3, part C, provides that, upon notification to the Board of Regents, the president and chancellors may designate positions of assistant vice president or assistant vice chancellor as officers of the administration.

(C) Candidate - A person who applies 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.

(D) Finalist - A candidate who has agreed to be advanced for final consideration and potential appointment.

3.D.3 Search Procedures for Officers of the Administration

(A) Chancellors - For Chancellor searches, who are also Officers of the Administration, see regent policy 3.C.

(B) Search Charge and Process - The charge and process of the search committee for Officers of the Administration are defined by the supervising authority.

(C) Composition of the Search Committee - For Officers of the Administration, the supervising authority will select committee members representing constituencies affected and, if appropriate, outside persons having expertise in the field.

(D) Recruitment - For all officers, the search committee will work with the human resources representative and the appropriate diversity officer to ensure that effective recruitment mechanisms are utilized, and that the committee is provided information relevant to the recruitment of historically marginalized or excluded groups.

History:

- Adopted: November 7, 2024 (as Searches for Officers of the Administration except Chancellors which had previously been included in Policy 3.C).
- Revised: N/A
- Last Reviewed: November 7, 2024.

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3. OFFICERS OF THE UNIVERSITY AND ADMINISTRATION

Policy 3.E: Appointments of Officers of the University and Officers of the Administration

3.E.1 Conditions of Appointments

(A) The terms and conditions, job description and benefits, of every appointment shall be stated in writing and shall be in the possession of both the university and the appointee, whenever possible, before the appointment has begun.

(B) Except as otherwise expressly provided in an individual employment contract, as authorized by state law, officers are employees at-will in their positions. Service as an officer is at the pleasure of the appointing authority. The appointment is terminable by either the employee or the appointing authority at any time.

(C) Officers are subject to all laws, policies, and regulations for university staff.

History:

- Adopted: September 11, 2015. (Sections contained in this policy were previously contained in Article 3.C.2 of the Laws of the Regents).
- Revised: April 17, 2015 (the term “officer and exempt professional” was replaced with the term “university staff”); September 7, 2017; and February 10, 2022 (revised for changes related to the Colorado Equal Pay for Equal Work Act and made retroactive to January 1, 2021); June 20, 2024.
- Last Reviewed: June 20, 2024.

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3. OFFICERS OF THE UNIVERSITY AND ADMINISTRATION

Policy 3.F: Evaluations for Officers of the University and Officers of the Administration

3.F.1 Annual Evaluations

(A) Officers of the university, including the president, shall be evaluated on an annual basis by the Board of Regents using the performance measures and definitions applicable to other system administration university staff.

(B) Officers of the administration shall be evaluated on an annual basis by their current supervisor.

(C) Evaluations shall be based upon the position description and performance planning between the supervisor and individual. Evaluations should provide constructive feedback on the officer's performance.

3.F.2 Comprehensive Evaluations

(A) The officers of the university and the chancellors shall be subject to a comprehensive evaluation at least once every five years. However, at the discretion of the supervising or appointing authority, these officers may be evaluated comprehensively at any time.

(B) All other officers of the administration may be subject to a comprehensive evaluation per campus or system procedure.

(C) The supervising authority directs comprehensive evaluations, for the purpose of leadership development. If an officer has more than one supervising authority, the comprehensive evaluation process shall be jointly defined and conducted. An assessment of the officer's fulfillment of long-term responsibilities over the comprehensive evaluation period shall include consultation with appropriate individuals from inside and outside of the university and consideration of the resources and other support needed to fulfill responsibilities.

Information received or created as a part of an evaluation shall be considered confidential, except the summary report.

3.F.3 Presidential Annual Evaluation

(A) Purpose

The purpose of this policy is to establish and communicate the Board of Regents' expectations of the president and to establish procedures to annually evaluate performance. This performance procedure is not intended to and does not displace the comprehensive evaluation required by this policy.

(B) Procedures

(1) The annual evaluation period will be July 1 through June 30.

(2) Goals of Performance Evaluation: The performance evaluation is intended to promote the following goals. Performance discussions shall occur throughout the year:

(a) To assess the president's performance in key areas.

(b) To increase the communication between the board and the president and to clarify the board's expectations of the president.

(c) To ensure that the board and the president have a common understanding of and commitment to addressing the priorities of the University of Colorado.

(d) To allow the board and the president to have a meaningful dialogue in setting the criteria against which the board will measure the president's performance.

(e) The board and the president will develop a performance plan on an annual basis.

(3) Open Records Requirement. The board's overall evaluation of the president shall be available for public inspection as a "performance rating" under the Colorado Open Records Act, C.R.S. § 24-72-202(4.5), but all other information generated or prepared during the evaluative process shall be maintained as "personnel file" records not subject to inspection or disclosure.

3.F.4 Annual Evaluation for all other Officers of the University

All other officers of the university will be evaluated and receive a performance rating on at least an annual basis. Individual performance evaluations and ratings provide a basis for annual merit and other pay adjustments (although additional factors may be considered). The process for such evaluations shall be as follows:

(A) The performance evaluation of the individual shall begin with the officer's self-assessment of performance. This self-assessment will be based on defined goals and objectives previously established and agreed to by the relevant board

member and the individual. The relevant board member for each position is as follows:

(1) The chair of the Board of Regents for the president, university counsel, and secretary of the Board of Regents.

(2) The chair of the Regent Audit Committee for the associate vice president of internal audit.

(3) The chair of the Regent Finance Committee for the university treasurer.

(B) The completed self-assessment will be provided to both the relevant board member and to the appropriate reviewing officer as follows:

(1) The president, in consultation with the chancellors, shall review the self-assessment and provide comments to the university counsel.

(2) The chief of staff shall review the self-assessment and provide comments to the secretary of the Board of Regents.

(3) The university counsel, in consultation with the president, shall review and provide comments to the associate vice president of internal audit.

(4) The chief financial officer, in consultation with the campus chief financial officers, shall review and provide comments to the university treasurer.

(C) The University of Colorado officer reviewing the self-assessment shall meet with the individual to discuss the self-assessment and the related feedback.

(D) The appropriate University of Colorado officer shall prepare a confidential memorandum that discusses the self-assessment, the meeting, the feedback received on the individual's performance during the evaluation period, transmit the memorandum to the appropriate regent; and make a preliminary recommendation of the performance rating to be assigned to the individual, discuss potential goals for the upcoming evaluation period and, if appropriate, recommend any merit or other pay adjustments.

(E) The regent who receives the memorandum shall meet with the individual to discuss the assessment. The assigned regent may consult with the relevant committee members and, if appropriate, the entire board, before assigning a performance rating to the individual, defining goals for the upcoming evaluation period, or recommending any merit or other pay adjustments.

(F) The assigned regent shall transmit the performance rating and any recommended merit or other pay adjustments to the Board of Regents for approval.

(G) Upon approval by the Board of Regents, the chair of the Board of Regents shall document the performance rating.

(H) The individual has the right to append a response to the rating if they so desire.

(I) The chair of the Board of Regents and the individual will sign the performance rating form to acknowledge that the rating has been discussed.

(J) The performance rating form will be placed in the individual's personnel file. The performance rating is subject to disclosure under the Colorado Open Records Act. Any written justification for the performance rating may also be placed in the personnel file but will not be disclosed to anyone other than the individual and university personnel with a demonstrated business need. Human resources offices are responsible for approving such access.

The performance rating is only one of the items of information that may be used, consistent with the Laws of the Regents and university policy, in the annual salary-setting process or in comprehensive administrative evaluations.

History:

- Adopted:
- Sections contained in this policy were previously contained in Article 3.D.1 and 3.D.2 of the Laws of the Regents; and Regent Policy 3.G.D.1, 3.G.D.2, 3.G.F and 3.K.
- Revised: April 17, 2015 (the term “officer and exempt professional” was replaced with the term “university staff”); September 7, 2017; February 10, 2022 (revised for changes related to the Colorado Equal Pay for Equal Work Act and made retroactive to January 1, 2021); June 20, 2024; November 6, 2025.
- Last Reviewed: November 6, 2025.
- Non-substantive Changes: January 2024.

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3. OFFICERS OF THE UNIVERSITY AND ADMINISTRATION

Policy 3.G: Officer Emeritus/ Emerita

3.G.1 Officers of the University

Any officer of the university may be allowed, upon vacating their officer position and approval by the Board of Regents, to retain their title with the description "emeritus/emerita."

3.G.2 Officers of the Administration

Any officer of the administration may be allowed, upon vacating their officer position and approval by the chancellor for campus positions or the president for the chancellors or for system administration positions, to retain their title with the description "emeritus/emerita."

History:

- Adopted: September 7, 2017, as Policy 3.G from sections previously contained in Regent Article 9.B.2(B) and 9.B.2(C).
- Revised: April 10, 2025.
- Last Reviewed: April 10, 2025.

3. OFFICERS OF THE UNIVERSITY AND ADMINISTRATION

Policy 3.H: Compensation for Officers of the Administration Returning to Their Faculty Positions

3.H.1 An administrator (Officer of the Administration) who holds a tenured position at the University of Colorado has the right to return to their tenured faculty position upon conclusion of their administrative appointment. Letters of offer or addenda for this type of administrative appointment shall include reference to this policy.

3.H.2 The letter of offer or addenda should include a method to determine the faculty salary upon the administrator's return to the faculty. The method must be mutually agreed upon by the faculty member, the appointing authority in consultation with the dean of the school/college and the chair/director of the unit in which the faculty is rostered; reviewed by university counsel for consistency and compliance with statute; and approved and signed by the chancellor.

(A) Upon the return to the faculty, only under extraordinary circumstances (e.g., a change in home department; a change in statute) may the campus chancellor authorize and approve exceptions to this agreed upon method.

(B) For a chancellor who is a tenured faculty member, the letter of offer or addenda should satisfy sections 3.H.1, 3.H.2, and 3.H.2(A) of this policy, with the exception that the president would sign the letter of offer or addenda. Upon the return to the faculty, only under extraordinary circumstances (e.g., a change in home department; a change in statute) may the president authorize and approve exceptions to the agreed upon method.

3.H.3 If a letter of offer or addenda for this type of administrative appointment does not contain a mutually agreed upon return salary method, the faculty return salary shall be determined by the appointing authority in consultation with the dean of the college/school and the chair/director of the unit in which the faculty position is rostered. The appropriate salary shall be based upon the faculty member's academic and administrative experience, expertise, and standing in the discipline. The faculty member's salary shall be within the salary range of faculty of the same rank in the academic unit and shall be no higher than the highest salary in the academic unit.

(A) Only under extraordinary circumstances (e.g., a change in home department; a change in statute), may the campus chancellor (or the president in the case of the chancellor returning to their faculty position) authorize and approve exceptions to this policy.

3.H.4 Compensation for differential assignments upon return to the faculty are not subject to this policy.

3.H.5 For those administrators who were receiving an administrative stipend in addition to a faculty salary (e.g., interim appointments), that administrative stipend shall end upon returning to their faculty position.

History:

- Adopted: November 20, 1975 (pp. 294-296).
- Revised: June 3, 1998 (p. 174); June 2, 2004; February 8, 2024; April 10, 2025.
- Last Reviewed: April 10, 2025.
- Non-substantive Changes: July 30, 2025 (Conforming amendments made for renumbering of regent laws and policies: Regent Policy 3.I: Compensation for Officers of the Administration Returning to Their Faculty Positions renumbered to Regent Policy 3.H: Compensation for Officers of the Administration Returning to Their Faculty Positions).