

Introduction

There is not a unified method of procedure for the selection/hiring of university system presidents and chancellors. Additionally, there is an inconsistent use of titles referring to university system presidents and chancellors. For instance, Cal State University System has a single chancellor for the entire system, and multiple presidents for each campus. The language also differs in regards to the governing bodies who establish the framework and process of selecting/hiring presidents and chancellors.

The following items briefly summarize selection/hiring policies for a small sample of universities. Additionally, an appendix is included in this document, which includes selection/hiring policies for the sample. Information obtained in this document were found in university policy manuals, and additional policies were exchanged via email from university staff.

California State University System

The Cal State University System has a standardized method of procedure for the selection and hiring of university presidents and chancellors. As mentioned in the introduction, Cal State University System has a single chancellor for the system, and a single president for each of their campuses. The Board of Trustees, in partnership with the Office of the Chancellor are solely responsible for the search and screen, and appointment of presidents. According to Lars Walden, Chief of Staff & Sr. Advisor to the Chancellor, the method of procedure takes approximately 6 months to complete. The process begins with an open forum with campuses to help determine requirements and needs that a president should fill. Once the forum is complete, the Office of the Chancellor will review resumes and “pre-rate” them for the Board of the Trustees. Next, airport interviews are conducted with about 6-8 candidates. Once interviews are complete the pool of candidates is reduced to a final pool. The final stage of the selection process are completed in a week timeframe. Beginning on Friday with negotiations, then final interview on Monday with the Board of Trustees, and signing contracts for hiring on Wednesday. Please see Appendix I: Board of Trustees Policy for the Selection of Presidents for full details regarding the process.

University of North Carolina

The method of procedure for the University of North Carolina differs from Cal State University System. The Board of Governors establishes the search and process of identifying and electing presidents of the university. UNC establishes a nominating, search, leadership statement, screening committees to assist in the process of selecting presidents. UNC does not have a standardized timeframe for completing this process; each selection process includes the submission for an estimated timetable for the selection process, but can vary. Please see Appendix II: Selection of the President of the University of North Carolina, for full details and the committees and selection process. Additionally, Appendix III: Establishing the Committee and Process for the 2015 Presidential Search is a resolution from a 2015 Presidential search conducted at UNC.

University of Minnesota

The appointments of presidents to Minnesota State Colleges and Universities is a 6-part method of procedure outlines in Chapter 4.2 of the Board Policies. Outlined in the policy is the method of procedure that describes the president’s role, appointments, search process, search advisory committee, salaries, and terminations and contract expiration. For the selection of new presidents, a search advisory committee is created to assist the chancellor develop a recommendation to the board. These members act as a “steward” on behalf of the interests of the entire college or university community. The composition of the committee differs from other universities because it is not exclusively board members. Instead, the committee is comprised of faculty, staff, students, administration, community, alumni, and friends of the college and university. Chapter 4.2 is

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provided in Appendix IV: Minnesota State Colleges and Universities Board Policies, Chapter 4- Human Resources.

University of Iowa

According to the Board of Trustees Operations Manual, the board is responsible for the selection and appointment of the chancellor (Section 1.2 of Board of Trustees Operational Manual). The manual does not include a timeframe that is descriptive of the process of selecting and appointing a chancellor. Nor does the policy manual provide a method of procedure in regards to search procedures. The policy can be found at the following link: <https://opsmanual.uiowa.edu/governance/board-regents/mission-powers-and-duties>.

The University of Georgia System

According to the Board of Regents Policy Manual, the board is responsible for the selection and appointment of the chancellor (Chapter 1.2 of Board of Regents Policy Manual). The manual does not include a timeframe that is descriptive of the process of selecting and appointing a chancellor. Nor does the policy manual provide a method of procedure in regards to search procedures. The policy can be found at the following link: <http://www.usg.edu/policymanual/section1/C249>.

Appendix I: Board of Trustees Policy for the Selection of Presidents



Board of Trustees Policy for the Selection of Presidents

Responsibility for Appointment of Presidents

The Board of Trustees of the California State University, in partnership with the Chancellor, is responsible for the recruitment, selection and appointment of CSU campus presidents. There is a deep commitment throughout the process to the principles of consultation with campus and community representatives and diversity. The ultimate decision and responsibility for the transition of executive leadership rests with the Board. The Chancellor designates staff to support the process.

The Trustees Committee for the Selection of the President

The Chair of the Board appoints a Trustees Committee for the Selection of the President (TCSP) for any campus with an impending vacancy. The TCSP is composed of the Chair of the Board, four Trustees, and the Chancellor. The Chair designates a Trustee as chair of the TCSP.

The TCSP determines the attributes desired for a successful candidate, approves the final campus and job descriptions, and any advertising copy, and reviews and interviews candidates. Although the TCSP is the ultimate body to make the final decisions, including the advancement of candidates to the full Board, the process is to be conducted in a manner that includes the campus representatives. The Chancellor may indicate his or her ranking of final candidates before the Board. The Board Chair and the Chancellor may use executive search firms to assist on specific tasks related to the selection process. The Chancellor is responsible for background and reference checks of the final candidates advanced to the Board.

The Advisory Committee to the Trustees Committee for the Selection of the President

The Chair of the Board also appoints an advisory group to the TCSP, known as the Advisory Committee to the Trustees Committee for the Selection of the President (ACTCSP). The ACTCSP is composed of the Chair of the Academic Senate on the campus, two faculty representatives selected by the campus faculty, one member of the campus support staff selected by the staff, one student selected by the duly constituted representatives of the campus student body, one member of the campus Advisory Board selected by that board, one alumnus/alumna of the campus selected by the campus Alumni Association, and one Vice President or academic Dean from the campus, and the President of another CSU campus selected by the Chancellor. Each of the campus representatives shall be determined according to procedures established by the campus. If the campus has a standing policy on campus representation to the ACTCSP that does not call for open election by each constituency, that policy shall be reviewed at the start of a new presidential search, and ratified or amended. The Chair of the Board or the Chancellor may appoint up to two additional members from constituent groups to the ACTCSP to strengthen its capacity to cope with the complex requirements of a specific search, including diversity of the campus, the service area or the state.

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The ACTCSP provides advice and consultation regarding the position and campus descriptions and any advertisement of the position. Members of the ACTCSP may also suggest potential candidates with the leadership qualities, administrative ability, academic qualities and other talents appropriate to the position. The ACTCSP reviews and comments on all candidate applications, participates in candidate interviews and the deliberations that lead to the selection of the final candidate(s). The consultative procedures are to be conducted in a manner designed to generate confidence in the selection process and garner local support for the eventual appointee.

Confidentiality and Professionalism

To ensure that the search process respects the professional needs of candidates and is conducted with integrity, strict confidentiality must be maintained by members of the TCSP and the ACTCSP, the Chancellor and staff. Only the Chair of the TCSP or the Chancellor will act as spokesperson for the committees during the presidential search process. After providing a notice of violation and an opportunity for a meeting, the Chair may dismiss a member of the TCSP or the ACTCSP if confidentiality is determined by the Chair to have been violated, or if the behavior of a member is determined by the Chair to have been unethical, unprofessional, disruptive to the conduct of business, or if a member is determined by the Chair to have ignored or failed to follow these rules and procedures.

The Presidential Selection Process

The TCSP meets initially, together with the ACTCSP, to discuss the needs of the campus, and the desired attributes of the new President. The committees also receive information from the campus and the community on these subjects. After these initial sessions, advertising copy is developed, candidates are invited to submit applications, and a broad pool is developed. The Chancellor and the Chair of the TCSP confer and evaluate whether any additional internal CSU candidate(s) is/are a good fit for the position to be added to the pool and considered for the position. The TCSP and the ACTCSP then meet again, review all candidates and decide whether to interview internal candidates, internal and external candidates, or external candidates. After consultation with the TCSP and the ACTCSP, the Chancellor and the Chair of the TCSP determine whether to schedule campus visits, which are optional, or to schedule campus visits on a modified basis, depending on the circumstances of the search.

Deviations from These Procedures

The Board of Trustees will normally confine itself to the names presented by the TCSP. In rare instances and for compelling reasons, the Board reserves the right if, in its judgment, circumstances warrant to depart from the recommended candidate(s) or from the procedures outlined in this policy.

Adopted September 20-21, 2011
CSU Board of Trustees

Contact: webmaster@calstate.edu

Last Updated: September 30, 2011

Appendix II: Selection of the President of the University of North Carolina

Appendix III: Establishing the Committee and Process for the 2015 Presidential Search



RESOLUTION

**ESTABLISHING THE COMMITTEES AND PROCESS
FOR THE 2015 PRESIDENTIAL SEARCH**

THE UNIVERSITY OF NORTH CAROLINA

Consistent with *The Code* and the Policies of the University of North Carolina, the Board of Governors establishes the following process for the 2015 Presidential Search:

1. The 2015 Presidential Search process will consist of work to be conducted by three committees established by the Board based on the recommendation of the Nominating Committee, as reflected in this Resolution and Section 200.3 of the UNC Policy Manual. The membership of each committee and a brief description of each committee's assigned tasks and responsibilities are as follows:

a) Search Committee – serves as the coordinating committee for the entire selection process and its various committees; establishes guidelines for compensation and benefits for the President; develops a search plan and budget for approval by the Board of Governors; identifies and recommends a search firm for approval by the Board of Governors; and determines one or more finalists who shall be presented to the Board of Governors for consideration and election. In accordance with Part IX of Section 200.3 of the UNC Policy Manual and notwithstanding the provisions of Part III(A) of that policy, the members and officers of the Search Committee will be:

- Joan MacNeill (Chair)
- Ann Goodnight (Vice Chair)
- Therence Pickett (Vice Chair)
- John Fennebresque (Chair of the Board of Governors)
- Lou Bissette (Vice Chair of the Board of Governors)
- Joan Perry (Secretary of the Board of Governors)
- Hannah Gage (Board of Governors)
- Frank Grainger (Board of Governors)
- Doyle Parrish (Board of Governors)
- Craig Souza (Board of Governors)
- G.A. Sywassink (Board of Governors)
- Raiford Trask (Board of Governors)

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b) Screening Committee – reviews the pool of applicants in relationship to the leadership statement approved by the Board of Governors, and recommends a list of applicants to the Search Committee for further review. The members and officers of the Screening Committee will be:

- Joan MacNeill* (Chair)
- Ann Goodnight* (Vice Chair)
- Therence Pickett* (Vice Chair)
- Roger Aiken
- Jim Holmes
- Scott Lampe
- Champ Mitchell
- Anna Nelson
- David Powers
- Robert Rippy
- John Fennebresque* (Chair of the Board of Governors)
- Lou Bisette* (Vice Chair of the Board of Governors)
- Joan Perry* (Secretary of the Board of Governors)
- Hannah Gage* (Board of Governors)
- Frank Grainger* (Board of Governors)
- Doyle Parrish* (Board of Governors)
- Craig Souza* (Board of Governors)
- G.A. Sywassink* (Board of Governors)
- Raiford Trask* (Board of Governors)

* Members of the Search Committee are also members of the Screening Committee pursuant to Part V(A) of UNC Policy 200.3.

c) Leadership Statement Committee – solicits public input and develops, for approval by the Board, the leadership statement setting forth the leadership characteristics to be used in selecting the next president. In accordance with Part IX of Section 200.3 of the UNC Policy Manual and notwithstanding the provisions of Part IV(A) of that policy, the members and officers of the Leadership Statement Committee will be:

- Joan MacNeill* (Chair)
- Ann Goodnight* (Vice Chair)
- Therence Pickett* (Vice Chair)
- Henry Hinton (Board of Governors)
- Marty Kotis (Board of Governors)
- Leroy Lail (Board of Governors)
- Hari Nath (Board of Governors)
- Laura Wiley (Board of Governors)
- John Fennebresque* (Chair of the Board of Governors)
- Lou Bisette* (Vice Chair of the Board of Governors)
- Joan Perry* (Secretary of the Board of Governors)

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- Hannah Gage* (Board of Governors)
- Frank Grainger* (Board of Governors)
- Doyle Parrish* (Board of Governors)
- Craig Souza* (Board of Governors)
- G.A. Sywassink* (Board of Governors)
- Raiford Trask* (Board of Governors)
- Alex Parker (Board of Governors; Student)
- Davonte Belle (Student)
- Pernell Bartlett (Chair-Elect, Staff Assembly)
- Susan Colby (Chair, Staff Assembly)
- Stephen Leonard (UNC-Chapel Hill; Chair, Faculty Assembly)
- David Green (Faculty Assembly)
- Spoma Jovanovic (Faculty Assembly)
- Doug Dibbert (Alumni)
- Debra Miller (Trustee; Winston-Salem State University)
- Barbara Mulkey (Trustee; N.C. State University)
- Wendy Murphy (Trustee; UNC-Wilmington)
- Karen Popp (Trustee; UNC-Charlotte)
- Pat Smith (Trustee; UNC-Asheville)
- Teresa Williams (Trustee; Western Carolina University)
- James Anderson (Chancellor)
- David Belcher (Chancellor)
- Kyle Carter (Chancellor)
- Carol Folt (Chancellor)
- Harold Martin (Chancellor)
- Todd Roberts (Chancellor)
- Randy Woodson (Chancellor)
- Charles Becton
- Walter Davenport
- David Nelson
- William Sederburg

* Members of the Search Committee are also members of the Screening Committee pursuant to Part IV(A) of UNC Policy 200.3.


2. The Chair of the Search Committee will be the primary spokesperson in regard to the 2015 Presidential Search, and the Vice-Chairs will assist in coordinating the search process.

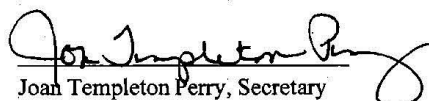
3. Meetings of these committees, except those of the Screening and Search Committees relating to the consideration of applications and/or qualifications of individual applicants, will be held in open session, except as required or permitted by state law. Whenever the Screening and Search Committees are meeting in closed session, no person who is not a member of the committee meeting in closed session or of its staff shall be permitted to attend without the express invitation of the chair of the Search Committee. The Chair and Vice-Chairs, as members of the Search Committee, will keep the Board of Governors apprised as the search progresses, and will inform the Board of all meetings.

4. The Search Committee is authorized to:

- a) Decide whether to contract with a professional search firm to assist it with the search and, if so, to determine the scope of duties and compensation of that firm and recommend a firm to the Board of Governors for approval;
- b) Place advertisements for the position and otherwise solicit and consider the qualifications of candidates for the position;
- c) Determine one or more nominees to present to the Board of Governors for election as the University's next president; and
- d) Engage in such other procedures or activities as it deems appropriate to result in the most qualified person being nominated to fill the position of president of the University.

This 10th day of April 2015.


John C. Fennebresque, Chairman


Joan Templeton Perry, Secretary



**Minnesota State Colleges and Universities
Board Policies
Chapter 4 – Human Resources**

4.2 Appointment of Presidents

Part 1. Presidents. The president is the chief executive officer of the college or university. The president shall report to the chancellor and is responsible for leading the college and/or university faculty, staff, and students in developing and implementing the college or university mission, consistent with the board mission and goals. The president is the primary spokesperson for college or university interests and shall consult regularly with students, faculty, staff, and members of the community. The president shall advise the chancellor, the staff of the system office, and the Board of Trustees on matters of system policy as appropriate, and otherwise administer and support all Minnesota State Colleges and Universities policies and programs. The president shall also lead in generating and sustaining the university/college vision as an integral part of the Minnesota State Colleges and Universities system. The duties and responsibilities of the president shall include, but not be limited to, adhering to board policies and system procedures, employing personnel, providing innovative educational leadership, allocating campus resources, and implementing the board's strategic plan.

Part 2. Presidential Appointments. Presidents are appointed by the board upon the recommendation of the chancellor. The chancellor shall use one of the following options in recommending a presidential appointment to the board.

Subpart A. Acting President. Upon advance notification to the board chair, the chancellor may appoint an acting president for the period of an incumbent president's approved leave of absence.

Subpart B. Interim President. An interim president may be appointed, upon the recommendation of the chancellor and approval by the board, to temporarily fill a vacant presidency for a term of up to one year with the option to extend the appointment for additional periods.

Subpart C. President. Minnesota State Colleges and Universities is committed to hiring extraordinary leaders who meet the needs of colleges, universities, and their communities through a selection process that is broadly consultative and transparent. The board chair and chair of the board's human resources committee oversee the presidential selection process. The chancellor will provide regular updates to the chairs throughout the process. The chancellor shall use one of the following options in recommending a presidential appointment to the board.

1. **Search.** When there is a presidential vacancy, it is the board's expectation that a search will be conducted. An acting or interim president shall not be considered as a candidate in a search process for the presidency of the searching college or university.

2. **Search Waiver.** The board may waive the search process and appoint a candidate who best fits the needs of the college or university and the system. Consideration of a waiver is initiated by a written recommendation to the board by the chancellor. The board must determine the waiver is in the best interests of the system.

Part 3. Search Process.

Subpart A. Initial consultation. At the start of each search, the chancellor shall solicit input from internal and external constituent groups at the affected college or university about the qualities sought in the new president.

Subpart B. Appointment of search advisory committee. The chancellor shall appoint a local presidential search advisory committee and name the chair of the committee. The committee will identify presidential candidates and make recommendations of candidates to the chancellor.

Subpart C. Application review and screening interviews. The search advisory committee shall have access to all application materials received. The committee shall select candidates to interview and conduct initial screening interviews. The committee shall forward to the chancellor the names of the candidates they believe should be considered to continue in the process, along with detailed assessments of the relative strengths and weaknesses of each candidate.

Subpart D. Identification of candidates to visit campuses. Following receipt of input from the committee, the chancellor shall consider the committee's assessment, as well as any reports from confidential referencing and background checks. The chancellor shall select two to four candidates to visit the college or university and participate in public meetings. The chancellor shall communicate with the committee on the rationale for the chancellor's selection from the committee's recommendations.

Subpart E. Opportunity for constituent group meetings with candidates and constituent group feedback. Once the finalists are publicly identified, internal and external constituent groups at the affected college or university shall be invited to meet with the candidates on campus. All internal and external constituent groups shall be invited to give confidential feedback directly to the chancellor following the candidate visits to campus.

Subpart F. Trustee participation. At least two and up to three members of the Board of Trustees will participate in interviews for the purpose of providing counsel to the chancellor in the formation of the chancellor's recommendation to the board.

Subpart G. Chancellor's recommendation to the Board of Trustees. The chancellor shall present a recommendation with a detailed explanation to the board which includes what the internal and external constituent groups expressed about the qualities the new president needs and how the chancellor's recommended candidate fits that description.

Subpart H. Communication throughout the search process. The chair of the search advisory committee is responsible for communication about the search. Throughout the search process, the chair shall provide regular updates to the committee and shall work with college or

university staff to post updates on the search website, as appropriate, so that the broader community has the opportunity to follow the public process from start through completion. Following the conclusion of the search, the committee may meet to be debriefed on the search.

Subpart I. Notification to the board of unsuccessful search. The chancellor shall notify the board in writing that a search was unsuccessful when none of the interviewed candidates are acceptable.

Part 4. Search Advisory Committee.

Subpart A. Charge. The search advisory committee is advisory to the chancellor as the chancellor develops a recommendation to the board. Committee members shall serve as stewards on behalf of the interests of the entire college or university community.

Subpart B. Composition. Committee members shall be knowledgeable of the duties and responsibilities of the position to be filled and broadly representative of the interests of the faculty, staff, students, administration, community, alumni, and friends of the college or university.

1. Chair. The committee shall be chaired by a Minnesota State Colleges and Universities sitting or former president appointed by the chancellor.

2. Members.

- a. The chancellor will invite nominations for members of the committee from all internal constituent groups and from external constituent groups in the community.
- b. The chancellor shall seek to balance the committee to the extent possible in areas such as gender and other diversity; geographic diversity (multiple campuses); liberal arts and technical programs; and student-facing and back office staff. To facilitate committee balance, each constituency nominating a committee member shall submit more nominations than slots attributed to the constituency.
- c. The committee shall be comprised as follows:
 - i. two members of the teaching faculty at an affected college or university selected by the faculty organization;
 - ii. one member of the service faculty at an affected university nominated by the service faculty organization;
 - iii. one student (two students for multi-campus colleges or universities) nominated by the student association;
 - iv. one member from each additional affected college or university bargaining unit nominated by their bargaining unit;
 - v. up to three members of the public with a connection to the affected college or university having knowledge of the affected college or university and its needs nominated by the public; and
 - vi. two administrators who are employees at the affected college or university.

Subpart C. Committee support. The system office shall coordinate the overall search process and provide training to the committee. The chief human resources officer of the affected college

or university will be the liaison between the affected college or university and the committee and will provide professional human resources support to the committee. The chancellor may engage a professional search consultant to assist in the recruitment of candidates.

Subpart D. Expense reimbursement allowed. Members of the committee shall receive no compensation for their services, but shall be reimbursed for actual expenses incurred in performing services for the committee, consistent with expense procedures for state employees.

Part 5. Salaries. In consultation with the board chair and the chair of the human resources committee, the chancellor shall determine salaries for the position of president within the parameters of the Personnel Plan for MnSCU Administrators as approved by the board and within board-approved salary ranges. The chancellor is the designated appointing authority for all other personnel actions pursuant to Minnesota statutes.

Part 6. Terminations and Contract Expiration.

Subpart A. Termination of employment. The chancellor, upon advance notification to the board chair, may terminate a president in accordance with the Personnel Plan for MnSCU Administrators and, if applicable, the president's employment contract.

Subpart B. Contract expiration. A president's employment ends upon expiration of the employment contract, unless otherwise provided in the employment contract. Expiration of a contract without extension or renewal does not constitute termination under this policy.

Date of Adoption: 11/18/98,

Date of Implementation: 11/18/98,

Date and Subject of Revision:

- 11/18/15 - Amended throughout to be in compliance the a law that requires that the search process for hiring presidents be codified in board policy, specifically new Part 2A, 2B, 2C, Part 3, and Part 4.*
- 11/16/11 - Effective 1/1/12, the Board of Trustees amends all board policies to change the term "Office of the Chancellor" to "system office," and to make necessary related grammatical changes.*
- 7/18/07 - Amended Part 1 to clarify and update the language. Amended Part 6, Subpart A, Termination of Employment, the chancellor may terminate a president during the term of the presidential employment agreement with advance notice to the chair of the board.*
- 6/19/02 - Amended Part 1. Presidents to include two sentences, "presidents shall advise... on matters of policy as appropriate..." and "shall also lead in generating and sustaining a vision..." Amended Part 4, Subpart A. Search to include administrators. Amended Part 4, Subpart B. Search Waiver to a "written" recommendation from the Chancellor to qualify a search waiver. Amended Part 6. to include Contract Expiration. Created Subpart A. Termination of Employment with existing language and included where applicable "the president's employment contract." Created Subpart B. Contract Expiration.*
- 10/20/99 - Added Part 2. Appointment of Acting Presidents; Amended new Part 3. Appointment of Interim Presidents, requiring approval by the Board; Amended new Part 4, Subpart A, minor language changes; Deleted language in Subpart B, Consultative Process and added Language for Search Waiver.*

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12/16/98 - Amended Part 3, Subpart B to "provide written justification to the Board chair and Personnel Policy Committee" as part of the Consultative Process.