

## COMMITTEE ON UNIVERSITY GOVERNANCE

Committee on University Governance

January 15, 2015

**Item 2b:**                    **Other Business: Discussion on Chancellor Selection Process**

**Situation:**                The Governance Committee believes that a review of Chancellor selection process is timely, in light of the fact that the Board of Governors has elected 5 chancellors within the past 7 months.

**Background:**            The election of a Chancellor is covered both under statute and the *Code* of the University. From this, a process has developed that each campus follows. The process was reviewed at the October and December meetings. This is a follow-up to that discussion.

**Assessment:**            The Board of Governors should be fully informed about the Chancellor selection process.

**Action:**                    This item is for discussion.

## CHANCELLOR SEARCH DISCUSSION NOTES

In light of the fact that the BoG has elected five Chancellors within the past seven months, with another recently started, and an additional search just announced, the University Governance Committee has been tasked with undertaking a review of the Chancellor Search Process.

### **AREAS OF GENERAL CONCERN:**

\*General angst at having to vote at the last minute with the Chancellor Candidate & family standing outside the door waiting to be announced. BOG just a “rubber stamp”

\*There is concern that Non-academic candidates are not being seriously considered and hired.

\*There is concern about the makeup of the Search Committee \*\*Note...Within the last year BOG amended the code to include “such other campus constituencies as may be appropriate” in addition to BOT, faculty, student-body and staff.

\*Limited number of Search Consultants interviewed. The Search Consultants used almost always specialize in academic searches leading to primarily academic candidates.

### **POSSIBLE MODIFICATIONS DISCUSSED AT GOVERNANCE COMMITTEE MEETING OCT 24, 2014**

#### **\*Search Committee Members:**

- a) Create matrix of skill sets and backgrounds to be included on Committee.
- b) BoG Liaison to serve as non-voting advisory member of the Committee
- c) In consultation with the Search Committee Chair, Committee to include two recommendations from BoG Chair..

#### **\*Need for Search Committee to fully understand the evolving role of a UNC Chancellor and the skill sets needed to be successful in the University of the future:**

- a) Schedule an Educational Seminar with Committee detailing the “Landscape of Higher Education” going forward
- b) BoG Chair to confer with the UNC President on the “Charge” to the Search Committee to ensure BoG concerns are included.

#### **\*Desire to initiate BoG interface... “touch points” ... during the process of the search as part of BoG due diligence prior to vote:**

- a) Notify BoG Members of Public Forums and encourage members to attend
- b) BoG Chair to attend the Charge to the Committee by the President and to bring greetings from the BoG.

c) Continue program of final three candidates being interviewed by BoG Chair, Personnel and Tenure Chair, one additional BoG member.

**\*Search Firms:**

a) Evaluate if the Search Firms used most frequently are the best for recruiting candidates with varied back grounds with the skill sets needed to lead institutions of higher education of the future. Does the Search Firm have undue influence and ultimately direct the outcome? Possible study group?

**\*Enlarge candidate pool & attract non-traditional candidates:**

a) Possible utilization of “Linked in Recruiter” software  
b) Possible use of “Predictive Indicator” test to determine potential for success.

**\*Timeline for BoG vote of Chancellor nominee:**

a) Determine best timeline for informing BoG members of candidate to be voted on. It would be desirable to be informed prior to the official BoG meeting with candidate and school representatives waiting outside the Board Room doors.  
b) The need for confidentiality needs to be considered in establishing a workable time line.

## Draft Framework for Chancellor Selection Process

1. Assemble technical expertise and resources for the executive search function.

The president ensures that the professional staff at UNC-GA maintain and update necessary expertise and resources, including:

- List of executive search firms (including multi-industry/multi-disciplinary specialties);
- Guidance and instructional material on conducting effective executive searches;
- Guidance, matrices, and other advisory material on assembling search committees and conducting search committee meetings;
- Templates for leadership statements, job descriptions, committee charges, and routine communications; and
- Up-to-date expertise on industry standards associated with the recruitment, selection, and hiring of institutional leaders.

2. Establish a search committee composed of representatives of the board of trustees, faculty, student body, staff, alumni, and other appropriate constituencies.

Board of trustees chair collaborates with the president to ensure that:

- The committee membership includes people that represent important campus constituencies and stakeholders, who possess the diverse backgrounds, perspectives and skillsets needed for an effective and successful search;
- The recommendations of the president and BOG members of 3 to 5 individuals for search committee membership receive due consideration;
- The search committee generally includes at least 1 to 2 of the individuals suggested for consideration by BOG members through the president; and
- Potential search committee members understand and accept the responsibilities and time commitments attendant to committee service.

3. Include a member of the BOG, designated by the BOG chair to attend search committee meetings in non-voting capacity as a resource and to assist the president.

The chair of the Board of Governors designates a current member of the Board of Governors to assist the president and serve as a resource to the search committee. The BOG representative will:

- Assist the president in working with BOG members to identify 3 to 5 individuals (non-BOG members) suggested by BOG members as potential search committee members for consideration by the chair of the board of trustees;
- Assist the president and the professional staff in evaluating the recommendations received from BOG members for potential search committee membership;
- Assist the president and the professional staff in communications with BOG members as to the status of BOG suggestions for search committee membership;
- In collaboration with the president and professional staff, attend search committee meetings for the purpose of serving as an additional resource to the search committee;
- Avoid active participation in interviews and search committee deliberations concerning particular candidates;
- Observe confidentiality requirements applicable to search committee members, and sign such confidentiality agreements as may be appropriate to reflect such commitments;
- Assist the president in providing general updates to the BOG concerning the status of the search, but avoid providing information concerning individual candidates; and
- Work closely with and through the president to provide information to the Committee on Personnel and Tenure and the BOG during discussions of the president's nominee for chancellor.

4. Provide a preliminary report to the president when the search committee is preparing a schedule of interviews.
- The chair of the board of trustees will work with the president and professional staff to provide periodic reports concerning:
- The status of the search;
  - The projected schedule for concluding interviews and delivering recommendations of three candidates to the president; and
  - Such other matters as may be necessary or appropriate.
5. The board of trustees shall recommend at least three individuals for consideration by the president.
- The board of trustees will:
- Receive and consider recommendations from the search committee;
  - Vote on a slate of no fewer than three candidates to forward to the president;
  - Ensure that the slate of candidates forwarded to the president for consideration is not ranked.
6. Consideration by the president.
- Once the slate of candidates is received from the board of trustees, the president may choose to interview one or more of the candidates. If so, the president:
- Will include in the interview process the chair of the Board of Governors, the chair of the Committee on Personnel and Tenure, and one other member of the BOG designated by the chair, other than the BOG member designated to serve as a resource to the search committee;
  - May consult with the professional staff and involve one or more staff members in candidate interviews as necessary or appropriate;
  - May engage in additional investigation and review of candidates as the president deems appropriate under the circumstances;
  - Either identify a candidate for nomination to the BOG, or return the slate to the board of trustees with instructions for further action.
7. Negotiation of terms and conditions of appointment.
- The Committee on Personnel and Tenure of the BOG will consult with the president about his/her nominee and, thereafter, they may authorize the president to negotiate with the nominee terms and conditions of appointment, to include:
- Compensation, including base salary, retirement, deferred compensation incentive and retention payments, stipends, and allowances;
  - Written contract provisions, including length of appointment, retreat rights and other matters; and
  - Other considerations.

## 8. Election of the Chancellor

The BOG will consider and vote on the president's nominee for chancellor and the proposed terms of appointment (including any employment contract) according to the follow process:

- The Committee on Personnel and Tenure will convene to consider and vote on the president's nomination for chancellor and the proposed terms and conditions of appointment, including any written employment contracts.
- The Committee on Personnel and Tenure meeting will be scheduled so as to allow participation by any BOG member in person or by telephone, as necessary.
- In the event the Committee on Personnel and Tenure votes to recommend the election of the President's nominee and the terms of appointment to the full BOG, a meeting of the BOG to consider the recommendation will ordinarily take place no earlier than 48 hours after the conclusion of the Committee on Personnel and Tenure meeting.