

Policy on Chancellor Searches; Board of Governors Participation

The Board of Governors adopts the following policy regarding the chancellor search and election process.

I. Purpose. The search for and election of a new chancellor of a constituent institution of the University of North Carolina requires the participation, involvement, and collaboration of the board of trustees of the constituent institution, the chancellor search committee, the president, and the Board of Governors, each of which performs distinct roles and functions. This policy establishes requirements for the chancellor search and election process, and describes the resources and expertise that shall be maintained and provided through UNC General Administration during each search.

II. Search Process. In the event of a vacancy in the chancellorship, the chair of the Board of Governors shall, in consultation with the president and the chair of the board of trustees, designate a member of the Board of Governors to serve on the search committee in a nonvoting, advisory capacity as the Board of Governors' representative. The Board of Governors' representative shall, in collaboration with the president, encourage members of the Board of Governors to recommend individuals who are not members of the Board of Governors for possible service on the search committee.

A. Composition of the Search Committee. The chair of the board of trustees shall establish the search committee in consultation with the president. The committee shall be composed of:

1. Representatives of the board of trustees, the faculty, the student body, staff, the alumni, and such other representatives of campus constituencies as may be appropriate;
2. The Board of Governors' representative, who shall serve in a nonvoting, advisory capacity; and
3. In consultation with the Board of Governors' representative, one to two individuals recommended by Board of Governors members for possible service on the search committee.

No member of the Board of the Governors may serve as a voting member of the search committee.

B. Board of Governors' Representative. The Board of Governors' representative shall have the following duties and responsibilities:

1. Collaborate with the president and the chair of the board of trustees in developing a matrix of skills and backgrounds to be represented among members of the search committee;
2. Encourage members of the Board of Governors to recommend individuals, who are not themselves members of the Board of Governors, for consideration for possible service on the search committee;
3. Assist the president, the chair of the board of trustees, and UNC General Administration professional staff in narrowing the recommendations for search committee membership received from Board of Governors members;
4. Attend search committee meetings as an additional resource to the search committee;
5. Refrain from actively participating in interviews of candidates and in search committee deliberations regarding candidates;

6. Observe all confidentiality requirements applicable to search committee members and board members, and sign such confidentiality agreements as may be appropriate to reflect such commitments; and

7. Assist the president, when requested, in providing general updates to the Board of Governors concerning the status of the search, but avoid providing information concerning individual candidates.

C. **Budget and Staff.** Upon the establishment of the search committee, the chair of the board of trustees, in consultation with the president, shall establish a budget and identify staff for the committee.

D. **UNC General Administration.** UNC General Administration shall maintain expertise and resources necessary to support chancellor and other executive searches, including but not limited to:

1. Qualified professional and administrative staff with expertise in supporting and managing searches for chancellors and other senior academic and administrative officers;

2. Regularly updated knowledge and understanding of the educational and operational landscape of public higher education;

3. Knowledge of the unique skills sets that chancellor candidates must possess to be successful leaders in higher education;

4. Knowledge of industry standards associated with the recruitment, selection, and hiring of institutional leaders; and

5. Regularly updated materials for an instructional seminar to be presented to trustees and search committee members at the commencement of the search process. The seminar shall address topics relevant to the educational and operational landscape of public higher education and the skills that chancellor candidates must possess in order to be effective leaders.

E. **Search Status.** Members of the Board of Governors may elect to receive public notices of search committee meetings and chancellor search open forums. The chair of the board of trustees shall ensure that the president receives periodic updates concerning the status of the search and the projected schedule for concluding interviews and delivering recommendations of three (3) candidates to the president.

III. **Board of Trustees' Recommendations to the President.** The institutional search committee shall recommend an unranked slate of three (3) candidates to the board of trustees for consideration. The board of trustees, following receipt of the report of the search committee, shall recommend the unranked slate of three (3) candidates for consideration by the president in designating a nominee for the chancellorship, or return the slate to the search committee for further action.

IV. **Consideration by the President.** Once the slate of candidates is received from the board of trustees, the president may choose to interview one (1) or more of the candidates. The president shall consult with the chair of the Board of Governors and the chair of the Committee on Personnel and Tenure. The president may consult with UNC General Administration professional staff and involve one (1) or more UNC General Administration staff members in candidate interviews as necessary or appropriate, and may engage in additional investigation and review of candidates as the president deems appropriate under the circumstances. The president may either identify one (1) of the three (3) candidates for nomination to the Board of Governors, or return the slate to the board of trustees with instructions for further action.

V. Negotiation of Terms and Conditions of Appointment. The president shall consult with the Board of Governors' Committee on Personnel and Tenure about the president's nomination. The Committee on Personnel and Tenure may authorize the president to negotiate all terms and conditions of appointment to the position of chancellor. The negotiated terms and conditions may include:

- A. Compensation, including base salary;
- B. Retirement plan participation;
- C. Deferred compensation incentive and retention plans;
- D. Stipends, and allowances; and
- E. Written contract provisions, including length of appointment and retreat rights.

VI. Election of the Chancellor. The Board of Governors shall vote on the president's nominee and the proposed terms of appointment. At least forty-eight (48) hours prior to the Board of Governors meeting in which the president's nomination will be presented, the Committee on Personnel and Tenure shall convene to consider and make a recommendation concerning the president's nomination and the proposed terms and conditions of appointment, including the elements of any employment contract. The Committee on Personnel and Tenure meeting shall be scheduled so as to reasonably accommodate participation by Board of Governors members in person or by telephone.

VII. Other Matters

- A. Effective Date. The requirements of this policy shall be effective for chancellor searches that are initiated on or after the date of adoption of this policy by the Board of Governors.
- B. Confidentiality. Members of the Board of Governors, the search committee, the board of trustees, and staff shall keep confidential all search-related records and information that are required by law to be kept confidential, including, but not limited to, personnel records and information of candidates, attorney-client communications, and closed session deliberations and information.
- C. Relation to State Laws. The foregoing policies as adopted by the Board of Governors are meant to supplement, and do not purport to supplant or modify, those statutory enactments which may govern or relate to chancellor searches.
- D. Regulations and Guidelines. These policies shall be implemented and applied in accordance with such regulations and guidelines as may be adopted from time to time by the president.