

Acceptance of the Report and Recommendations
of the Administrative Hiring Workgroup and Revision of
Regent Policy Document 6-4, “Selection Process for System President,
Chancellors, and UW System Senior Leadership Positions”

BOARD OF REGENTS

Resolution 4.

That, upon the recommendation of the Chair of the University of Wisconsin Administrative Hiring Workgroup and the President of the University of Wisconsin System, the Board of Regents accepts the recommendations outlined in the workgroup report and adopts the proposed revisions to RPD 6-4, “Selection Process for System President, Chancellors, and UW System Senior Leadership Positions.”

**REPORT OF THE ADMINISTRATIVE HIRING WORKGROUP
AND PROPOSED CHANGES TO REGENT POLICY DOCUMENT 6-4,
“SELECTION PROCESS FOR SYSTEM PRESIDENT,
CHANCELLORS, AND UW SYSTEM SENIOR LEADERSHIP POSITIONS”**

BACKGROUND

On August 7, 2017, the President of the Board of Regents announced the creation of a workgroup to explore streamlining the hiring process for UW System and institutional leadership, and to consider options for increasing the number of applicants from non-academic backgrounds. The Administrative Hiring Workgroup was charged with reviewing the current process by which university chancellors, provosts, vice chancellors, and system presidents and vice presidents are hired. The workgroup was also asked to review hiring practices in other states and examples of non-academic executive-level hires at other universities.

Regent Vice President Drew Petersen was appointed chair. Other members included Regents Gerald Whitburn and Tracey Klein, UW-Stout Chancellor Bob Meyer, UW-Extension Provost Aaron Brower, UW-La Crosse Professor Joe Heim, UW-Platteville Vice Chancellor Rose Smyrski, UW System Vice President James Henderson, and Senior Associate Vice President Shenita Brokenburr.

REQUESTED ACTION

Adoption of Resolution 4., accepting the recommendations outlined in the workgroup report and adopting the proposed revisions to RPD 6-4, “Selection Process for System President, Chancellors, and UW System Senior Leadership Positions.”

DISCUSSION

The Administrative Hiring Workgroup, chaired by Regent Vice President Petersen, met on August 30 and September 14, 2017. The workgroup meetings included a thorough review of UW System’s existing practices for hiring institutional leaders, as well as a review of practices at other university systems. Workgroup members had significant discussions regarding how to streamline the hiring process, and strategies for increasing the number of non-academic applicants.

On September 21, 2017, Governor Walker approved the 2017-19 biennial budget. The biennial budget includes prohibition against only considering individuals who are faculty members, or

who have been granted tenure, or who have terminal degrees, for the positions of UW System President, University Chancellor or Vice Chancellor.

Attachment A includes Regent Vice President Petersen's report of the Administrative Hiring Workgroup. The proposed changes to Regent Policy Document 6-4, included as Attachment B, codify the policy recommendations of the workgroup as well as the biennial budget requirements.

RELATED BOARD OF REGENTS POLICIES

None.



Board of Regents

1860 Van Hise Hall
1220 Linden Drive
Madison, Wisconsin 53706
(608)262-2324
email: board@uwsa.edu
website: <http://www.uwsa.edu>

ATTACHMENT A

DATE: September 25, 2017

TO: Members of the Board of Regents

FROM: Andrew Petersen
Regent Vice President and Work Group Chair

RE: Administrative Hiring Workgroup Report

Background

The Wisconsin State Legislature's Joint Committee on Finance adopted a budget motion that prohibited the University of Wisconsin System from requiring the Board of Regents to only consider individuals who have been faculty members, have been granted tenure, or who have terminal degrees for the positions of UW System President, University Chancellor or Vice-Chancellor. These changes were included in the final budget signed by Governor Walker on September 21st.

In response to these changes, Board President John Robert Behling announced the creation of this administrative hiring workgroup at the July 6th Board meeting. The workgroup was tasked to review existing board policies and procedures and to make recommendations on possible changes that would potentially attract more non-traditional candidates to executive leadership hiring searches.

Unlike some other higher education entities, the UW System has not actively recruited or often attracted candidates from outside of academia. Many university stakeholders, including the state legislature, have encouraged the Board to make an effort to diversify the backgrounds of the candidates for executive leadership positions within the system.

Research and Review

One of the tasks of this workgroup was to review existing hiring policies and procedures. The workgroup learned the average time from the announcement of a Chancellor's resignation to the naming of a replacement is roughly 40 weeks, or 9 months. The workgroup also learned this number has decreased in recent years, and the last 6 chancellor searches were closer to 7 months on average.

The search process that proceeded after the resignation of UW System President Kevin Reilly in 2013 lasted roughly 4.5 months.

Human Resources provided an overview of the backgrounds of applicants for the most recent chancellor search processes. Of 630 total applicants, 52 were from outside higher education. Only one of these candidates eventually was named a finalist, and that was Chancellor Rebecca Blank from UW-Madison, who was working at the United States Department of Commerce at the time of the search, but had previously been a tenured faculty member.

The workgroup also reviewed research highlighting the current backgrounds and demographics of university presidents. Key takeaways from the 2017 American Council on Education (ACE) American College President Study reviewed and shared with the group include:

- 12% of public college presidents reported their most immediate position was outside of higher education, a rate that has remained consistent since 2011;
- 49% of college presidents have spent their entire career in higher education;
- 59% of presidents of public institutions are 61 years old, and 11% are 71 or older. Over half of college presidents plan to retire in the next five years.

The role of a university president is changing, with less focus on traditional academics and more on management and external relations. Again, the same ACE survey indicated 65% of chancellors or presidents say budget and management are the primary task they find most time consuming, with fundraising a close second. This shift has led to fewer chief academic officers being interested in seeking the position of president or chancellor.

Wisconsin is not alone in addressing these issues, and the workgroup reviewed a number of hiring policies and practices from other states. The group also discussed the results from some of the more prominent non-academic hires around the country.

Conclusions/Recommendations

Members of the work group discussed a number of potential changes to UW System policies and processes. There was general agreement and consensus the current search and screen process has become cumbersome and desperately needs to be reformed and modernized for the future. The workgroup also strongly agreed, given the forecasted trends in Chancellor retirements, the hiring process should be inclusive of non-traditional, non-academic candidates, and that future searches will have to not only allow for these candidates to apply, they will have to include an active recruitment process that includes members of the search committee. Finally, the workgroup expressed unanimous support for increasing our efforts to better develop the existing talent within UW System, and to help prepare them to step into leadership positions on campus and at the System level.

Based on the review and research presented to the work group, and the discussions we had during our meetings, I offer the following list of recommendations to the board:

- Publicizing all candidates who reach the semi-finalist phase has a negative impact on our ability to recruit top-rated public and private sector leaders -- especially those in high-level executive or other high-profile positions. Instead, we should commit to publicly announce only the final two or three candidates for positions, not more.
- To anyone from outside of academia, our search process is too long and the committee process is too cumbersome. It not only is inefficient, it also serves as a disincentive for non-academic candidates who see the process as too bureaucratic. To promote greater efficiency in the process and more Board of Regents accountability, the board recommends the size of search committee to ten members. The search committee would include five Regents, two faculty, one staff representative from the institution, one community and/or alumni member, and one student, all to be appointed by the President.

- When new leaders are hired from private institutions or non-academic backgrounds, we need to properly prepare, train and professionally develop them for that transition and be purposeful about higher education acculturation and develop a blueprint for success.
- UW System has some of the best faculty, staff, and administrators in the world. Developing existing talent to prepare them to serve as the next generation of campus and system leadership is paramount to the success of the University of Wisconsin System. We need to enhance talent and professional development opportunities for existing staff.
- While there are no system-wide policies that prohibit the recruitment and hiring of non-academic candidates for Chancellor and Vice-Chancellor, there are campus policies that do. Those policies must now be updated to reflect the changes in state laws that were passed as part of the state budget that prohibit institutions from requiring candidates have terminal degrees or could be considered for tenure at the institution.
- The Board has not restricted or blocked the hiring of non-academic candidates, but it has not actively recruited and welcomed them either. The Board should take steps to be more aggressive and inclusive in the recruitment of non-academic candidates, including how position descriptions are drafted and how our search firms are engaged.
- Finally, to promote more consistency from campus to campus and to ensure an efficient search process, UW System Human Resources will develop a standard template position description that will include both standardized language and room for campus-specific job duties and qualifications. Local campus and community input (and involvement) in the crafting of specific position descriptions identifying specialized attributes of importance to that campus will be crucial to ensuring positive search outcomes and Chancellor/President hires.

Work Product

Resolution

Acknowledgements

I greatly appreciate the efforts of the members of the workgroup, who gave of their time and provided thoughtful input throughout the process. Each member brought their own unique set of experiences and perspectives to the table, and our discussions reflected perspectives from both inside and out of academia.

I'd also like to thank the staff who provided extensive support and thoughtful research on this important topic. Thanks to their work we were well informed of how other states have addressed this issue, as well as our own existing processes and history on the subject.

Proposed Changes to Regent Policy Document 6-4

Selection Process for System President, Chancellors, Vice Chancellors and UW System Senior Leadership Positions

Scope

This policy sets forth the protocol the Board of Regents has determined shall be followed for the selection of University of Wisconsin System senior leadership positions: chancellors of UW institutions, vice chancellors of UW institutions, UW System Senior Vice Presidents, Vice Presidents, the General Counsel, and the Chief Audit Executive, as well as interim appointees to these positions and the UW System President position.

Purpose

The purpose of this policy is to implement s. 36.09(1)(e), Wis. Stats., authorizing the Board of Regents to appoint a president of the UW System, a chancellor for each UW institution, and other UW System leadership positions. This policy defines the roles and responsibilities of the Board of Regents and the System President, and the committees they appoint, when filling leadership positions in UW System Administration and at UW institutions.

Policy Statement

The University of Wisconsin System Board of Regents considers the selection of the System President and UW institutional Chancellors to be among its most important duties and maintains a strong commitment to the principles of inclusivity and consultation with institutional and community representatives. To ensure effective leadership of the University of Wisconsin System, the following protocols are to be used:

UW System President:

When a vacancy occurs or is imminent, the Regent President shall consult with the Regent Vice President and other members of the Executive Committee of the Board of Regents to determine the process the Board will use in selecting a new System President.

Chancellors:

1. SPECIAL REGENT COMMITTEE COMPOSITION:

When a vacancy occurs or is imminent, the Regent President shall designate a Special Regent Committee consisting of not less than three nor more than five Regents to be involved in the

selection process for a replacement. The Regent President shall designate a chairperson of the Special Regent Committee.

2. CHANCELLOR QUALIFICATIONS:

The Special Regent Committee shall confer with the UW System President and advise the System President of any special qualifications for the position that it believes should be considered. Members of the Special Regent Committee are encouraged to visit the UW institution and meet with students, faculty, staff, and other members of the campus community to familiarize themselves with the unique characteristics and needs of the institution. The Special Regent Committee shall work with the System President to produce a brief job description, taking into account the special characteristics of the institution at which the Chancellor would serve. The job description shall be inclusive and encourage applicants from various professional backgrounds and not require candidates for chancellor to have a terminal degree or the academic experience to be awarded tenure at the institution.

3. SEARCH AND SCREEN COMMITTEE COMPOSITION:

The Search and Screen Committee shall be comprised of ten members, to include five Regents and five individuals knowledgeable of the duties and responsibilities of the position and broadly representative of the interests of the students, faculty, academic staff, university staff, administrators, community and friends of the institution and the interests of the UW System.

The Regent President shall appoint five Regents to the Search and Screen Committee, and designate one of the Regents as chair.

The System President, after consulting with members of the institution's governance groups and other members of the university community, shall appoint a ~~Search and Screen Committee comprised of individuals knowledgeable of the duties and responsibilities of the position and broadly representative of the interests of the students, faculty, academic staff, university staff, administrators, community and friends of the institution and the interests of the UW System.~~ the five non-Regent members of the committee to include two faculty, one staff representative from the institution, one student, and one community and/or alumni member. The System President shall consider diversity, particularly as it relates to gender, race, and ethnicity, when making committee appointments.

~~The Regent President shall designate one member of the Special Regent Committee or a Regent Emeritus who is knowledgeable about the UW institution to serve as chairperson of the Search and Screen Committee. In the event that a Regent Emeritus is designated chairperson of the Search and Screen Committee, he or she shall serve as a non-voting member of the Special Regent Committee.~~

The System President, in consultation with the Regent President and the chair of the Search and Screen Committee, shall designate one of the faculty committee members as the Search and Screen Committee vice chair ~~from among the faculty at the UW institution seeking the new chancellor.~~

It is essential that the members of the Search and Screen Committee be dedicated to a single objective—the identification and recommendation of the strongest possible candidates for a chancellorship of a University of Wisconsin institution.

4. SEARCH AND SCREEN COMMITTEE ROLE AND PROGRESS REPORTS:

The Search and Screen Committee shall be provided with an opportunity to review and provide input on the job description prepared by the System President and the Special Regent Committee. After the Special Regent Committee finalizes the job description, the Search and Screen Committee shall conduct such interviews of semi-finalists as it deems appropriate, with at least one member of the Special Regent Committee in addition to the Search and Screen Committee chair observing each of the semi-finalist interviews. The Search and Screen Committee shall make periodic progress reports to the Special Regent Committee and the System President and shall continue to provide feedback on candidates until such time as the committee is discharged by the System President.

5. IDENTIFICATION OF FINALISTS:

The Search and Screen Committee shall subsequently provide a list recommending qualified individuals, in unranked order, along with an alphabetical list of all persons considered at a joint meeting of the Search and Screen Committee, the Special Regent Committee and the System President. The Search and Screen Committee may be asked to provide oral presentations on the candidates under consideration. If any of the names on the initial list presented by the Search and Screen Committee are not accepted by the Special Regent Committee, or if any of the recommended candidates withdraw from the search, then before the Search and Screen Committee is discharged, it may be asked to provide additional candidates from the list of persons considered as semi-finalists.

The Special Regent Committee shall determine the finalists who will be invited to continue in the selection process, with up to three ~~five~~ being a typical number invited for interviews.

6. FINALIST INTERVIEWS:

The Special Regent Committee, in conjunction with the System President, shall review all of the finalists, conduct interviews, work with the campus community to schedule campus visits for the finalists, and identify a candidate to recommend to the full Board of Regents.

7. BOARD OF REGENTS APPROVAL:

The full Board shall approve the appointment, including salary.

Vice Chancellors

1. When a vacancy occurs or is imminent, the chancellor shall determine the process to be used to select a new vice chancellor. A UW institution may not adopt a policy or rule, or use a position description or job advertisement, that requires a candidate for a vice chancellor position to have served as a UW System faculty member or as a faculty member at another institution of higher education, to have been granted tenure at a UW

System institution or at another institution of higher education, or to hold the highest level of academic degree in a field of study or profession.

2. Policy Adoption

This Regent policy will supersede all institutional policies on the matter of academic and professional qualifications for vice chancellors.

UW System Administration Senior Leadership Positions:

1. APPOINTMENT OF SEARCH AND SCREEN COMMITTEE:

When a vacancy occurs or is imminent, the System President shall appoint a Search and Screen Committee. For positions determined by the System President to involve a high degree of campus contact, the Search and Screen Committee may include faculty, staff, and/or student representatives.

2. SEARCH AND SCREEN COMMITTEE ROLE:

The Search and Screen Committee shall be provided with a job description prepared by the System President in consultation with the chair(s) of the appropriate standing committee(s) of the Board of Regents, depending on the duties and responsibilities of the vacant position. The Search and Screen Committee shall screen candidates and conduct such interviews as it deems appropriate.

3. IDENTIFICATION OF FINALISTS:

The Search and Screen Committee shall subsequently provide a list recommending qualified individuals, in unranked order, along with an alphabetical list of all persons considered. If any of the names on the initial list presented by the Search and Screen Committee are not accepted by the System President, or if any of the recommended candidates withdraws from the search, then before the Search and Screen Committee is discharged, it may be asked to provide additional candidates from the list of persons considered. In addition, the System President may identify as finalists up to two additional names from the list of persons considered by the Search and Screen Committee.

4. FINALIST INTERVIEWS:

The System President shall review all of the final candidates and conduct interviews. The System President shall fill the vacancy from among the candidates interviewed, and shall advise the appropriate Board standing committee of the person selected.

5. SALARY APPROVAL:

Board approval of the salary for senior leadership positions is not required unless the salary exceeds the Board-approved salary range.

6. APPOINTMENT:

In the case of the Chief Audit Executive, the appointment is made jointly by the System President and the Chair of the Board of Regents Audit Committee.

Interim Appointments:

The procedure for selecting an interim System President is as follows:

1. REGENT PRESIDENT'S AUTHORITY:

When a vacancy occurs or is imminent, the Regent President may appoint an interim System President to serve until a permanent appointment is made.

2. COMMITTEES NOT REQUIRED:

Appointment of a Special Regent Committee or Search and Screen Committee is not required or expected for an interim appointment.

3. REGENT PRESIDENT CONSULTATION:

Prior to appointing an interim System President, the Regent President shall consult with the Vice President and other members of the Executive Committee of the Board of Regents. Such consultation shall include the length and salary of the interim appointment.

4. LIMIT ON LENGTH OF APPOINTMENT:

In determining the length of an interim appointment, the Regent President shall consider the circumstances of the vacancy and the best interests of the UW System. The length of an interim appointment for a System President may not exceed three years.

5. ELIGIBILITY FOR PERMANENT APPOINTMENT:

An interim appointee shall not be considered a candidate in the search process for the permanent position without advance written authorization from the Regent President permitting the interim appointee to participate as a candidate for the permanent position.

The procedure for selecting interim Chancellors and UW System Administration senior leadership positions is as follows:

1. SYSTEM PRESIDENT'S AUTHORITY:

When a vacancy occurs or is imminent, the System President may appoint an interim leader to serve until a permanent appointment is made. In the case of the Chief Audit Executive, the interim appointment is made jointly by the System President and the Chair of the Board of Regents Audit Committee.

2. COMMITTEES NOT REQUIRED:

Appointment of a Special Regent Committee or Search and Screen Committee is not required or expected for interim appointments; however, the System President is urged to consult with members of the university community where a chancellor vacancy is expected.

3. SYSTEM PRESIDENT CONSULTATION:

Prior to appointing an interim Chancellor, the System President shall consult with the Regent President and Regent Vice President. Prior to appointing interim senior leadership positions, the System President shall consult with the Regent President and Regent Vice President and with the chair of the appropriate standing committee(s) of the Board of Regents, as determined by the duties of the position. Such consultation shall include the length and salary of the interim appointment.

4. LIMIT ON LENGTH OF APPOINTMENT:

In determining the length of an interim appointment, the System President shall consider the circumstances of the vacancy and the best interests of the UW System. The length of an interim appointment for a Chancellor or senior leadership positions may not exceed three years.

5. ELIGIBILITY FOR PERMANENT APPOINTMENT:

An interim appointee shall not be considered a candidate in the search process for the permanent position without advance written authorization from the System President permitting the interim appointee to participate as a candidate for the permanent position.

The procedure for selecting an interim Vice Chancellor is as follows. When a vacancy occurs or is imminent, the Chancellor may appoint an interim Vice Chancellor to serve until a permanent appointment is made.

Oversight, Roles and Responsibilities

The Office of the Board of Regents and the UW System Office of Human Resources and Workforce Diversity are responsible for communicating search process requirements and working with the Regent President, Regents, and the System President to implement the procedures detailed in this policy.

History: Res. 59, adopted 1/7/1972; Res. 325, adopted 11/3/1972, created Regent Policy Document 72-18 and rescinded Res. 59. Res. 4034, adopted 4/8/1988, created Regent Policy Document 88-2 and replaced Regent Policy Documents 72-18; Res. 5176, adopted 3/10/1989, created Regent Policy Document 89-3 and amended Regent Policy Document 88-2; Res. 6636, adopted 4/8/1994, amended Regent Policy Document 88-2; Res. 6932, adopted 5/5/1995, amended Regent Policy Document 88-2; Res. 8157, adopted 6/8/2000, amended Regent Policy Document 88-2; subsequently renumbered 6-4; Res. 9811, adopted 8/20/2010, amended Regent Policy Document 6-4; Res. 10517, adopted 6/5/2015, amended Regent Policy Document 6-4.