

Thursday, November 4, 2021

**PROPOSED CHANGES TO REGENT POLICY DOCUMENT 6-4
RELATING TO CHANCELLOR SEARCH PROCESSES**

REQUESTED ACTION

Adoption of Resolution 8. approving revisions to Regent Policy Document 6-4, "Selection Process for System President, Chancellors, Vice Chancellors, and UW System Senior Leadership Positions" related to search processes for chancellors and the appointment of interims.

Resolution 8. That, upon the recommendation of the Special Regent Committee on Governance Issues and the President of the UW System Board of Regents, the UW System Board of Regents approves the revisions to Regent Policy Document 6-4, "Selection Process for System President, Chancellors, Vice Chancellors, and UW System Senior Leadership Positions."

SUMMARY

On September 28, 2021, the Special Regent Committee on Governance Issues recommended the following changes to Regent Policy Document 6-4, "Selection Process for System President, Chancellors, Vice Chancellors and UW System Senior Leadership Positions" related to search processes for chancellors and the appointment of interims:

- Modify language to specify a minimum number of Regents to serve on the Special Regent Committee for chancellor searches to provide greater flexibility to the Regent President in making appointments to search committees (see page 1 of Attachment A);
- Modify language related to the composition of Search and Screen Committees for chancellor searches to specify that members of the Special Regent Committee shall also serve as members of the Search and Screen Committee, and to provide greater flexibility to include non-Regent members on Search and Screen Committees (see page 2 of Attachment A);

- Modify language related to interim appointees to require the Regent President to provide advance written authorization to allow interim appointees to participate as a candidate for permanent positions (see page 6 of Attachment A).

The Special Regent Committee on Governance Issues also adopted recommendations to provide training to Regents on the role and responsibilities of the Search and Screen Committee chair, and to provide a Regent mentor to a Regent chairing a search committee for the first time.

Presenter:

- Regent Tracey Klein, Chair of the Special Regent Committee on Governance Issues

BACKGROUND

At a special meeting of the Board of Regents on May 11, 2021, the Board approved a resolution creating “a special committee of the Board to review the Board’s bylaws, policies, operations, traditions, and processes, and recommend changes designed to nurture and sustain good governance practices.” On August 19, 2021, Regent President Ed Manydeeds appointed Regents Scott Beightol, Héctor Colón, Michael Grebe, Tracey Klein, John Miller, and Cris Peterson to the special committee, and designated Regent Klein as committee chair. Regent President Manydeeds also noted that he and Regent Vice President Karen Walsh would serve as ex-officio voting members of the committee.

ATTACHMENT

- A) Proposed changes to Regent Policy Document 6-4, “Selection Process for System President, Chancellors, Vice Chancellors and UW System Senior Leadership Positions”

1 Regent Policy Document 6-4 (formerly 88-2) – Proposed Changes
2 **Selection Process for System President, Chancellors, Vice**
3 **Chancellors and UW System Senior Leadership Positions**

4 **Scope**

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

10 **Purpose**

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

16 **Policy Statement**

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

22 **UW System President:**

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

26 **Chancellors:**

27 **1. SPECIAL REGENT COMMITTEE COMPOSITION:**

28 When a vacancy occurs or is imminent, the Regent President shall designate a Special Regent
29 Committee consisting of ~~not less than~~ **at least** three ~~nor more than five~~ Regents to be involved
30 in the selection process for a replacement. The Regent President shall designate a chairperson
31 of the Special Regent Committee.

32 2. CHANCELLOR QUALIFICATIONS:

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

43 3. SEARCH AND SCREEN COMMITTEE COMPOSITION:

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

48 The members of the Special Regent Committee shall also serve as members of the Search and
49 Screen Committee. The Regent President shall ~~appoint five Regents to the Search and Screen~~
50 ~~Committee, and~~ designate one of the Regents as chair.

51 The System President in consultation with the Regent President, and after consulting with
52 members of the institution's governance groups and other members of the university
53 community, shall appoint ~~the at least~~ five non-Regent members of the committee to include at
54 least: two faculty, one staff representative from the institution, one student, and one
55 community and/or alumni member. The System President shall consider diversity, particularly
56 as it relates to gender, race, and ethnicity, when making committee appointments.

57 The System President, in consultation with the Regent President and the chair of the Search
58 and Screen Committee, shall designate one of the faculty committee members as the Search
59 and Screen Committee vice chair.

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

63 4. SEARCH AND SCREEN COMMITTEE ROLE AND PROGRESS REPORTS:

64 The Search and Screen Committee shall be provided with an opportunity to review and provide
65 input on the job description prepared by the System President and the Special Regent
66 Committee. After the Special Regent Committee finalizes the job description, the Search and
67 Screen Committee shall conduct such interviews of semi-finalists as it deems appropriate, with
68 at least one member of the Special Regent Committee in addition to the Search and Screen
69 Committee chair observing each of the semi-finalist interviews. The Search and Screen
70 Committee shall make periodic progress reports to the Special Regent Committee and the

71 System President and shall continue to provide feedback on candidates until such time as the
72 committee is discharged by the System President.

73 **5. IDENTIFICATION OF FINALISTS:**

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

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

85 **6. FINALIST INTERVIEWS:**

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

89 **7. BOARD OF REGENTS APPROVAL:**

90 The full Board shall approve the appointment, including salary.

91 **Vice Chancellors:**

92 **1. PROCESS:**

93 When a vacancy occurs or is imminent, the chancellor shall determine the process to be used to
94 select a new vice chancellor. A UW institution may not adopt a policy or rule, or use a position
95 description or job advertisement, that requires a candidate for a vice chancellor position to
96 have served as a UW System faculty member or as a faculty member at another institution of
97 higher education, to have been granted tenure at a UW System institution or at another
98 institution of higher education, or to hold the highest level of academic degree in a field of
99 study or profession.

100 **2. POLICY ADOPTION:**

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

103 **UW System Administration Senior Leadership Positions:**

104 **1. APPOINTMENT OF SEARCH AND SCREEN COMMITTEE:**

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

109 **2. SEARCH AND SCREEN COMMITTEE ROLE:**

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

115 **3. IDENTIFICATION OF FINALISTS:**

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

124 **4. FINALIST INTERVIEWS:**

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

128 **5. SALARY APPROVAL:**

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

131 **6. APPOINTMENT:**

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

134 **Interim Appointments:**

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

136 **1. REGENT PRESIDENT’S AUTHORITY:**

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

139 **2. COMMITTEES NOT REQUIRED:**

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

142 **3. REGENT PRESIDENT CONSULTATION:**

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

146 **4. LIMIT ON LENGTH OF APPOINTMENT:**

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

150 **5. ELIGIBILITY FOR PERMANENT APPOINTMENT:**

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

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

156 **1. SYSTEM PRESIDENT’S AUTHORITY:**

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

161 **2. COMMITTEES NOT REQUIRED:**

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

165 **3. SYSTEM PRESIDENT CONSULTATION:**

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

172 **4. LIMIT ON LENGTH OF APPOINTMENT:**

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

176 **5. ELIGIBILITY FOR PERMANENT APPOINTMENT:**

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

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

183 **Oversight, Roles and Responsibilities**

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

188

189 *History: Res. 59, adopted 1/7/1972; Res. 325, adopted 11/3/1972, created Regent Policy Document*
190 *72-18 and rescinded Res. 59. Res. 4034, adopted 4/8/1988, created Regent Policy Document 88-2 and*
191 *replaced Regent Policy Documents 72-18; Res. 5176, adopted 3/10/1989, created Regent Policy*
192 *Document 89-3 and amended Regent Policy Document 88-2; Res. 6636, adopted 4/8/1994, amended*
193 *Regent Policy Document 88-2; Res. 6932, adopted 5/5/1995, amended Regent Policy Document 88-2;*
194 *Res. 8157, adopted 6/8/2000, amended Regent Policy Document 88-2; subsequently renumbered 6-4;*
195 *Res. 9811, adopted 8/20/2010, amended Regent Policy Document 6-4; Res. 10517, adopted 6/5/2015,*
196 *amended Regent Policy Document 6-4; Res. 10933, adopted 10/05/2017, amended Regent Policy*
197 *Document 6-4.*