

GUIDELINES FOR SEARCH FOR CHANCELLOR OF UNIVERSITY OF DENVER

DISCUSSION

It is quite likely that the methods and procedures utilized by the University of Denver in choosing a chancellor (the “University”) have varied with the selection of each of the University’s sixteen chancellors. The purpose of this document is to set out some guidelines to be used in the selection of chancellors of the University.

The bylaws of the University, as amended and reenacted on October 7, 1988, with amendments through November 12, 2001, provide in pertinent part:

The Chancellor shall be selected and appointed by the Board of Trustees for such term and upon such conditions as it may authorize and approve. He shall be the chief executive and administrative officer of the University, President of the Faculties and their medium of communication with the Board of Trustees.

This provision vests the Board of Trustees with the authority to select and appoint the chancellor of the University. It is consistent with the general responsibilities of governing boards and the provisions of the Colorado Revised Nonprofit Corporation Act.¹ The recommended guidelines are intended to enhance the search process, not usurp in any way the authority vested in the Board of Trustees by the bylaws.

The Constitution of the Faculty Senate (“Constitution”) does not contain any provision dealing directly with the selection of, or search for, a chancellor. As stated in Article I, Purpose, “[t]he Faculty Senate shall determine its own agenda, which will be particularly concerned with policies affecting educational activities and academic personnel related to the University as a whole, and the relation of the various academic units to those policies and to one another.”

Section A4 of Article IV of the Constitution provides that the Senate’s purview shall include, but shall not be restricted to:

To designate between one-quarter and one-half of the members (fraction to be determined in consultation with the Provost) any all - University committee which deals with formulating policies or plans, recruiting key personnel, or like manner; and to receive interim, preliminary and final reports from such committees, so that standing Senate committees can contribute suggestions to their deliberations.

¹ The University was not organized under this Act, but it reflects the general understanding of the duties of a Board of Directors or Trustees. Section 7-128-301 C.R.S. provides: “Officers may be appointed by the Board of Directors or in such other manner as the Board of Directors or bylaws may provide.”

In most instances, it has been the practice of the University to include members of the faculty on various search committees for senior academic and administrative positions. It is believed that most of the search committees that have been established in the last decade have included members of the faculty and that the faculty members have represented one-fourth to one-half of the membership of each committee.

The structure and process for the selection and appointment of the most senior officers of an educational institution vary greatly. Some public institutions are constrained by statutory or regulatory requirements.² Others spell out in their constitution and bylaws the requirements for and constituency of the search committee.³ Some universities are utilizing a “headhunter” to either assist the search committee or submit candidates directly to the appointing authority, usually the governing board.⁴ The size of search committees varies greatly. Public institutions tend to establish larger committees, since frequently members of the general public are included on the committee roster.

RECOMMENDED GUIDELINES

It is recommended that the Board of Trustees approve the following guidelines to be used when selecting a chancellor for the University.

1. The Board of Trustees shall establish a search committee of not fewer than eight nor more than sixteen to assist in identifying, evaluating and recommending highly qualified candidates. The committee shall work under the guidance of, and submit its recommendation(s) to, the Board of Trustees.

2. The search committee shall include one or more representatives from the major constituencies of the University, including, without limitation,

- (a) trustees
- (b) members of the faculty selected by the Faculty Senate in consultation with the Provost,
- (c) alumni,
- (d) administration, and

² Title 133 of the West Virginia statutes sets out in detail the requirements applicable to the search for a president of various West Virginia state colleges.

³ See Constitution and Bylaws of Northern Illinois University.

⁴ On May 23, 2000 Harvard Crimson in describing the search process for the 27th president of Harvard University reported: The responsibility for the search, and the final decision, lies with the Harvard Corporation, the University’s six-member governing board. The University will likely employ an academic head hunting firm to narrow the field of candidates. The search will take at least six to eight months, says a member of one such firm in Boston.

(e) students.

3. The number of representatives of the various constituencies on the search committee shall be determined by the Board of Trustees, except that members of the faculty shall represent not less than 25% of the membership of the committee.

4. It is expected that in carrying out its responsibilities, the search committee will

(a) develop and recommend to the Board of Trustees an outline of the qualifications desired in the candidates, and

(b) define and recommend to the Board of Trustees a process by which input from the broader University community will be sought by the committee.

5. The Board of Trustees may authorize the use of a personnel search firm (“headhunter”) to assist the search committee.

6. The deliberations of the search committee and its final report will be held in confidence.

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G-6 Committee

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