

UW SYSTEM ADMINISTRATIVE HIRING PRACTICES WORK GROUP

Overview of Search and Screen Procedures for University Leaders: Academic Qualifications and Length of Time to Fill Positions

EXECUTIVE SUMMARY

This paper provides an overview of issues related to hiring nontraditional candidates to serve as university system or institution presidents or chancellors. This analysis included a literature search, as well as a review of documentation from recent chancellor and presidential searches conducted in other states and within the UW System to identify: (1) the extent to which university systems require a traditional academic background to hold leadership positions, (2) the extent to which university board policies allow or encourage hiring academic leaders with nontraditional backgrounds, and (3) a typical length of time taken to fill such positions.

Although university leaders with a nontraditional background are still the exception rather than the rule, the review found several examples of university leaders, including leaders at several large public university systems, who do not have a traditional academic background.

The review of policies from university systems in other states found that academic qualifications for university leaders are not identified in governing board policies. These policies do, however, often identify a search process that includes procedures for identifying the qualifications for each individual position. Typically, specific qualifications for a position are developed after soliciting opinions about campus needs from stakeholders. This approach allows the list of qualifications to be tailored to meet the unique needs of each campus. The UW System Board of Regents' policy currently uses a similar approach, with RPD 6-4 outlining the search process, including a process for identifying qualifications for each position.

UW System Board of Regents' policies do not currently establish specific academic requirements nor do they prohibit nontraditional candidates from consideration. A review of position descriptions found that the academic qualifications identified in recent UW System chancellor searches, as well as for the UW System president, included language that indicated that these positions were open to nontraditional candidates. Among UW System institutional policies, UW-Madison requires the chancellor to be a tenured faculty member.

Finally, the review found that the search time for filling leadership positions within the UW System compared favorably with the amount of time taken to fill such positions in other state university systems. UW System has not conducted a chancellor or presidential search since the Board approved revisions to RPD 6-4 in 2015. The revisions are expected to make the process even more efficient. UW System Administration also continues to examine the search process to identify additional efficiencies.

DISCUSSION

University leaders have traditionally been promoted from within the ranks of academia. However, in recent years, several higher education systems and institutions have hired applicants whose backgrounds included experience in government, law, or business, rather than or in addition to an academic background. Some of these leaders do not hold a doctorate or other terminal degree. Examples include:

- Purdue University hired Mitch Daniels, former Governor of Indiana, as its President in 2013. In addition to his terms as governor, Daniels had a lengthy career in government serving as chief political adviser to President Ronald Reagan, and as director of the Office of Management and Budget under President George W. Bush. He holds a bachelor's degree from Princeton University and a Juris Doctor from Georgetown Law School.
- The University of Texas System hired William H. McRaven as its Chancellor (system head) in 2015. McRaven's background includes serving as commander of U.S. Special Operations Command, where he was responsible for conducting counter-terrorism operations worldwide. He advised Presidents George W. Bush and Barack Obama on defense and wrote a text on special operations strategy. McRaven formulated the plan for the raid on Osama bin Laden's compound (Bergen, 2014). McRaven received his bachelor's degree from the University of Texas at Austin and his master's degree from the Naval Postgraduate School in Monterey, California.
- The University of California System hired Janet Napolitano as system president in 2013. Napolitano served as Governor of Arizona from 2003 to 2009 and served as Secretary of Homeland Security from 2009 to 2013. She earned a law degree from the University of Virginia.
- The President of the University of North Carolina System, Margaret Spellings, served as the U.S. Secretary of Education and also as Chief Domestic Policy Advisor to President George W. Bush. She holds a bachelor's degree in political science.
- The University of Colorado System's President, Bruce Benson, was a former chairman of the state's Republican Party and a successful businessman who owned an oil and gas exploration company. He has been prominent in business, politics and philanthropy. He holds a bachelor's degree from the University of Colorado.
- Prior to his selection as President of the University of Iowa in 2015, Bruce Harreld held several corporate leadership positions including senior vice president and president of Kraft General Foods and senior vice president of IBM. He also served on the faculty of Harvard Business School for six years and as an adjunct professor at Northwestern University's Kellogg School of Management. He holds a Bachelor of Engineering degree from Purdue University and an MBA from Harvard.
- The University of Massachusetts system hired Marty Meehan as its president in 2015. Meehan served in the U.S. House of Representatives for 14 years. After serving in Congress,

Meehan was appointed chancellor of the University of Massachusetts in Lowell in 2007. He holds an undergraduate degree in education and political science, a master's degree in public administration, and a law degree from Suffolk University.

Some believe that the skills held by people from outside of academia are needed for managing the increasingly complex financial and administrative problems facing universities. They believe that a university president with a nontraditional background is able to “innovate, control costs, and manage a complex organization like a college institution. They have proven skills in fundraising and important connections in their professional networks... With growing resistance to high tuition costs, increased administrative costs, and tightening government resources, business leaders would seem to be a good fit for the job” (McKenna, 2015).

The Chronicle of Higher Education reports that the selection of nontraditional candidates for leadership positions “in many cases... have led to an outcry by campus groups who fear a leader with a corporate or nonacademic background could disregard key principles of higher education, like shared governance” (McIntire, 2015). Although several nontraditional candidates have met resistance, it does not mean that they cannot succeed. For example, when the University of Colorado (CU) System president was appointed in 2008, the University of Colorado-Boulder faculty assembly voted 40 to 4 against his appointment, citing his lack of academic credentials (McIntire, 2015). Three of the nine regents voted against hiring him (Kuta, 2014). Since then, President Benson has gone on to become CU's longest-serving president. Under his tenure, research funding reached record levels, fundraising improved, and CU implemented numerous operational efficiencies (Office of Policy and Efficiency, 2017). Many of his early critics have become supporters (Kuta, 2014).

Trends and Characteristics of Nontraditional Leaders

University leaders who come from a nontraditional background continue to be the exception rather than the rule. The 2017 American Council on Education (ACE) American College President Study found that most common position held immediately prior to becoming president was chief academic officer, provost, or another senior executive in academic affairs, with 42.7 percent of presidents citing this career path. The study also found that the percentage of college and university presidents whose immediate prior position was outside higher education was 15 percent, representing a decline from 20 percent in 2011. However, the percentage remained relatively steady at public institutions, with 12 percent of presidents of public institutions reporting their immediate prior position was outside higher education in 2017, compared to 14 percent in 2011 (ACE, 2017). The ACE study also found that approximately half of university presidents have spent their entire careers in higher education (Seltzer, 2017).

A study conducted by Deloitte's Center for Higher Education Excellence, in conjunction with Georgia Tech's Center for 21st Century Universities, further analyzed the changing role of the college presidency. Uniquely, the study analyzed the Curriculum Vitae (CV) information of over 840 university presidents, gathered from publicly available sources such as websites like LinkedIn (Selingo, 2017).

This study confirmed that the traditional path to a position as a university president is changing, and is becoming “more complex, fragmented, and overlapping...,” noting, for example, that the position of provost is not as frequently cited as the immediate position held before becoming a

university president (Selingo, 2017). Reflecting this complexity, the study identified three pathways used to achieve the university presidency, which included the following:

- *Traditionalist* -- The traditionalist is a university president whose entire career has been spent inside higher education. Similar to the ACE American College President Study, the traditionalist remains the most common pathway to the university presidency, with 56 percent of all university presidents having this background.
- *Traveler* -- Travelers include presidents whose employment path includes a combination of experience both inside and outside of higher education. The study found 43 percent of all university presidents have this background.
- *Outsider* -- Approximately 1 percent of the study's sample had no previous employment in higher education. According to the data, most presidents categorized as outsiders were found in the private not-for-profit sector. (Deloitte University Press, interactive graphic.)

Further reflecting the changing attitudes toward the desired qualifications of a university president or chancellor, the Deloitte study found that “veteran presidents tend to think of higher education as a collegial, intellectual community where they are the academic leader. New presidents, meanwhile, see themselves through a financial and operational lens and as a leader who needs to get things done despite the collaborative nature of campuses” (Selingo, 2017).

Another study measured the attitude of college and university presidents toward nontraditional appointees to those positions. The study found that 60 percent of college presidents of public institutions support or strongly support the statement that a “traditional emphasis on hiring presidents with extensive careers in academe is appropriate,” compared to 17 percent who disagreed and 23 percent remaining neutral. However, 52 percent also agreed that the economic challenges facing colleges may require selecting presidents with business and managerial skills. Forty percent agreed, while 27 percent disagreed, with the statement that presidents with nontraditional backgrounds have been as successful as other presidents. (Jaschik, 2016)

An aging workforce and the changing role of the presidency may require university systems to consider more nontraditional candidates for university leadership positions. The Deloitte study notes that, given the age of current presidents, there will likely be a flood of retirements in the next few years. The 2017 ACE American College President Study confirms this finding, reporting that 59 percent of presidents of public institutions are 61 years old or older and 11 percent are 71 or older. Over half of college presidents plan to retire in the next five years (ACE, 2017).

At the same time, while the provost's position will likely remain the most common position held prior to becoming a president, the provost's role has evolved at many institutions and may not be the best preparation for the role of president. The “provost is no longer simply regarded as the No. 2 person on campus” but often has “a set of skills that complement the president, rather than replicate them.” Given their changing roles, many provosts are not interested in seeking a presidential or chancellor position (Selingo, 2017).

Academic Requirements for University Leaders in Other States

This review examined ten recently completed searches in other states to determine the extent to which university systems required an academic background for positions as university system and institution leaders and whether the positions were filled with a traditional or nontraditional candidate. The credentials required for each position as stated in the leadership statement or position description, as well as the academic background, previously held position, and employment history of each appointee were reviewed. The results are summarized in Tables 1 and 2. The positions reviewed were both recruited for and filled by appointees with a traditional academic background, with the following exceptions:

- While the incoming chancellor of the State University of New York holds a doctorate in electrical engineering, she has a mix of academic and other experience, having served as undersecretary of energy and having held administrative positions at Duke University and Johns Hopkins University. She had not been employed in academia for eight years prior to accepting the position (Horning, 2017). The position profile for this search highlighted the need for the applicant to have advanced administrative and leadership skills, but did not explicitly state that a doctorate was required for the position.
- Although the current chancellor for the University of Maryland System, appointed in 2015, has an academic background and the position profile indicated a preference for a person with a doctorate or equivalent degree, the position profile also allowed for candidates without a terminal degree who had “significant and successful executive level experience.”
- Similarly, the current president of the University of Missouri-Columbia, appointed in 2016, has a traditional academic background, although the position profile emphasized administrative and leadership skills and did not explicitly require a doctorate.
- The president of the University of North Carolina System, as described previously, holds a bachelor of arts degree, but has significant governmental experience, including experience serving as the U.S. Secretary of Education.
- At the University of Iowa (UI), the recently-appointed president does not have a doctorate degree and has an employment history that is largely outside of academia. Iowa has three public universities governed by the Iowa Board of Regents; each of the institutions has recent experience searching for new leadership. After the UI appointment, Iowa appointed a president at the University of Northern Iowa with a traditional academic background, even though they also opened the position to nontraditional candidates. The board is currently recruiting for a new president for Iowa State University (ISU). Early in the process, a member of the search committee requested clarification about whether they could recruit a nontraditional candidate since ISU’s governance structure requires its president to be on the faculty. It was not clear whether that requirement meant that the president must hold a terminal degree, in part to meet accreditation requirements governing qualifications for faculty (Miller, 6/2017). However, the Iowa Board of Regents determined that the ISU president does not need to be a faculty member in the traditional sense and they have since

opened the search to nontraditional candidates by indicating that a terminal degree is preferred, but not required (Miller, 7/2017).

Board Policies

To determine whether, and the extent to which, universities have formal policies establishing academic qualifications for university system and institution leaders, university system board policies were reviewed from the University of California, University of Georgia System, University of Illinois, University of Iowa, Minnesota State Colleges and Universities, University of Maryland, University of North Carolina System, Pennsylvania State System of Higher Education, State University of New York, and University of Texas System.

This review found that governing board policies typically do not establish specific academic requirements for system or institution leaders but rather outline procedures to be used to conduct a search, including procedures for identifying the specific qualifications needed for a position. Typically, the qualifications for a position are developed after soliciting information about the campus from faculty, students, administrators and other stakeholders at a campus. Stakeholder opinions are used to identify qualifications that will respond to the unique needs of an individual institution or university system. Once identified, the qualifications are incorporated into the position description or leadership statement and are used as a basis for evaluating candidates.

One example of such a board policy comes from the University of North Carolina (UNC). Part IV of Section 200.3 of the UNC Policy Manual requires a Leadership Statement Committee to be established for each presidential search. The committee is required to hold public hearings to solicit comments from interested citizens on the characteristics and qualifications of the next president. The criteria are then shared with the Board of Governors and used as a basis for the qualifications outlined in the leadership statement for the position.

The University of Wisconsin System uses a similar approach. Regent Policy Document (RPD) 6-4 establishes the selection process to be used for the System President, chancellors, and senior leadership positions. Under the policy, chancellor qualifications are developed by a Special Regent Committee. Members of the committee are encouraged to meet with stakeholders at the institution to become familiar with the unique characteristics of the institution. The committee then works with the UW System President to produce a job description for the position. Regent policies do not currently identify the academic qualifications required for leadership positions within the UW System.

RPD 6-4 (copy attached) was revised in 2015 to enhance the role of Regents in the selection process. The revisions also affected the composition of search and screen committees. To date, no chancellors have been hired under the revised policy.

UW System Policies

A preliminary review of UW institutional policies found that, with the exception of UW-Madison, these policies also do not prescribe academic qualifications or otherwise prohibit a nontraditional applicant from consideration for appointment as chancellor. However, UW-Madison Faculty Policies and Procedures (FPP) 1.10 related to University Administrative Officers states:

“CHANCELLOR. The chancellor is the chief executive officer of the University of Wisconsin-Madison and must hold a tenured university faculty rank as set forth in Chapter 7 of these rules.”

Position Descriptions

Since academic qualifications for university leadership positions are usually outlined in position descriptions rather than formal policies, the language used to describe the academic qualifications for a sample of positions in other states where a nontraditional candidate was hired was reviewed to determine how the recruitment accommodated nontraditional candidates. In general, these position descriptions:

- (a) included a statement that a doctorate or equivalent terminal degree is preferred, rather than required;
- (b) included a statement highlighting that the position is open to candidates from a non-academic background, along with expectations for nontraditional candidates; or
- (c) did not address academic qualifications but described management or leadership skills required.

A few examples include:

- The leadership statement for the President of Purdue University did not mention academic qualifications for the position, but indicated that the *“selected person will possess outstanding interpersonal skills, have a passion for the mission of educating students, be a champion of diversity, and be able to attract appropriate financial resources to support the University’s strategic plan and its ambitious goals.”*
- The criteria for selecting the President of the University of California System discussed leadership and management skills but did not identify specific academic qualifications.
- The leadership statement for the position of System President of the University of North Carolina included a lengthy analysis of desired leadership qualities, but did not appear to address academic qualifications for the position.
- The leadership statement for the position of President of the University of Missouri System required a *“strong executive leadership record in a complex organization, with a demonstrated ability to develop and drive strategy, and appropriately steward resources to ensure education remains affordable.”*
- The leadership statement for the President of the University of Iowa indicated that an earned doctorate or terminal degree was preferred, along with *“administrative experience demonstrating the ability to lead a complex academic research institution and medical center.”*

The position descriptions from 11 recent UW System chancellor searches and the two most recent presidential searches were reviewed and found that, to varying degrees, the descriptions included language that left the position open to nontraditional candidates. For example, the following statement describes the academic requirements used for the chancellor search at UW-Whitewater in 2015:

Applicants should have... “solid academic credentials, preferably with a doctorate or equivalent terminal degree, and a record of significant accomplishments. Faculty tenure may be granted upon the recommendation of the appropriate department. A candidate without an equivalent terminal degree but with significant and successful senior-level experience leading a complex public or private organization will be considered if she or he demonstrates the qualities expected of any applicant: a deep-rooted understanding of and appreciation for the freedoms, responsibilities, and independence of the academy and a thorough command of the forces and issues shaping the national higher-education landscape.”

The position description for the chancellor search at UW-Oshkosh included similar language.

Several other UW position descriptions included the following language:

“Academic credentials and accomplishments that will secure the respect of the academic community; faculty tenure may be granted upon the recommendation of the appropriate department” (UW Colleges and UW-Extension in 2014, and UW-Platteville and UW-Stevens Point in 2010.) The UW-Green Bay search in 2014 also required applicants to have credentials that would *“secure the respect of the academic community.”*

The position description developed for 2013 recruitment at UW-Madison, which required the chancellor to hold tenure, stated that the successful applicant would have:

“Academic or equivalent professional accomplishments, including:

- Academic scholarship and teaching credentials and accomplishments, or equivalent professional credentials and accomplishments, which will command the respect of the academic community. The chancellor must be tenurable at a university faculty rank of full professor at UW-Madison.*
- A successful record of leadership, including experience in higher education, or equivalent professional administration.”*

Finally, the position descriptions for the two most recent presidential searches also included language that allowed for nontraditional applicants. The position description for President Cross’s position included the following requirements:

“An understanding of the multiple purposes and constituencies of a public university system with its missions of teaching, research, and public service;

At least 10 years experience in a significant senior executive position.”

The position description for President Reilly’s position included the following statements:

“A record of academic accomplishment and relevant background at the university level and significant experience in teaching, scholarship, and/or educational leadership. Other candidates who also reflect an understanding of shared governance and appreciation of and commitment to scholarly values will be considered; and

Experience in a significant higher education leadership position or comparable executive experience.”

Table 3 describes the academic qualifications listed in the position descriptions of the most recent UW presidential and chancellor searches.

Length of Time to Fill Positions

According to the literature, searches for college presidents typically take six months or longer (Selingo, 2017). To further analyze this issue, a small sample of recent searches conducted by other state university systems were reviewed to identify the length of time to fill positions. The review was limited in that it included a small, select sample and relied on publicly available information, which did not allow for a precise determination of the length of time to fill the positions. Nonetheless, the review found that ten searches conducted in other states took an average of 213 days, or approximately 7.1 months from the time a search was launched until the position was filled, consistent with expectations for the length of a search. (See Tables 1 and 2.)

The past twelve searches conducted by UW System were also reviewed as a comparison. The review included 11 chancellor searches and the most recent presidential search. The review examined:

- (a) The total time from the date when the previous chancellor or president announced his or her resignation until the Board of Regents approved an appointment resolution to fill the position; and
- (b) The time from the formal announcement of a search committee until the Board of Regents' appointment resolution, or the amount of time spent actively searching. This measure is most similar to the measures used to examine the search time from other states in Tables 1 and 2.

The review found the following:

- The average time from the date when the previous chancellor announced his or her resignation until the Board of Regents appointed a new chancellor was approximately 40 weeks or 9.3 months. This analysis excluded UW-Madison's chancellor search, since UW-Madison appointed an interim chancellor for two years before beginning a search for a permanent replacement. The overall search time decreased in recent years, with the total time from resignation to appointment for the six most recent chancellor searches taking approximately 31 weeks, or seven months.
- Approximately 5.5 months elapsed between the formal announcement of a search committee until the Board resolution appointed a replacement, which compares favorably to the search time of 7.7 months to fill institution leaders in the other states included in this review.

- It took a total of 163 days from the formal announcement of President Reilly’s resignation until President Cross’s appointment, of which 139 days, or approximately 4.5 months, elapsed from the time the search committee was named until appointment.

Table 4 summarizes the findings of this review.

Since these searches were conducted, the Board of Regents approved changes to RPD 6-4, “Selection Process for System President, Chancellors, and UW System Senior Leadership Positions,” that are expected to further increase the efficiency of the UW System’s search process. UW System administrators also continue to examine the process to identify further potential efficiencies.

RELEVANT POLICIES

RPD 6-4, “Selection Process for System President, Chancellors, and UW System Senior Leadership Positions”

UPG #2, “Unclassified Appointments”

Prepared by Sandra Cleveland, Policy Analyst, Office of the Board of Regents.

Sources

American Council on Education, “American College President Study 2017.” TIAA Institute. June, 2017. Retrieved from <<https://www.tiaainstitute.org/publication/american-college-president-study-2017>> on June 22, 2017 and <<https://www.aceacps.org>> on August 8, 2017.

Bergen, Peter. “The man who hunted bin Laden, Saddam and the Pirates.” CNN. August 31, 2014. Retrieved from <<http://www.cnn.com/2014/08/30/opinion/bergen-mcraven-special-forces-influence/index.html>> on July 24, 2017.

Cook, Bryan. “The American College President Study: Key Findings and Takeaways, American Council on Education,” Spring 2012 Supplement. Retrieved from <<http://www.acenet.edu/the-presidency/columns-and-features/Pages/The-American-College-President-Study.aspx>> on June 19, 2017.

Deloitte University Press. “Interactive graphic from pathways to the university presidency: The future of higher education leadership.” Retrieved from <<https://dupress.deloitte.com/dup-us-en/industry/public-sector/college-presidency-higher-education-leadership.html>> on June 19, 2017.

Fain, Paul. “Unconventional Presidential Pick is Criticized at University of Colorado.” The Chronicle of Higher Education, February 12, 2008. Retrieved from <<http://www.chronicle.com/article/Unconventional-Presidential/40435/>> on June 22, 2017.

Horning, Payne. “New SUNY chancellor brings diverse background to job.” WRVO, Public Media. April 25, 2017. Retrieved from <<http://wrvo.org/post/new-suny-chancellor-brings-diverse-background-job>> on June 19, 2017.

Jaschik, Scott and Doug Lederman. “The 2016 Inside Higher Ed Survey of College and University Presidents: A study by Gallup® and *Inside Higher Ed*.” Page 16. Inside Higher Ed. Retrieved from <<https://www.insidehighered.com/booklet/2016-survey-college-and-university-chief-presidents>> on July 21, 2017.

Kuta, Sarah. “From oil fields to the presidential office, CU’s Bruce Benson shows staying power.” Daily Camera, Boulder, Colorado. March 1, 2014. Retrieved from <http://www.dailycamera.com/cu-news/ci_25254814/from-oil-fields-presidential-office-cus-bruce-benson> on June 22, 2017.

McIntire, Mary Ellen. “When Nontraditional Presidents Come to Campus, the Reception Varies.” The Chronicle of Higher Education, September 10, 2015. Retrieved from <<http://www.chronicle.com/article/When-Nontraditional-Presidents/232993/>> on June 22, 2017.

McKenna, Laura. “Why are Fewer College Presidents Academics?” The Atlantic. December 3, 2015. Retrieved from <<https://www.theatlantic.com/education/archive/2015/12/college-president-mizzou-tim-wolfe/418599/>> on June 19, 2017.

Miller, Vanessa. "Iowa State mulls presidential qualifications in first search meeting." *The Gazette*. June 6, 2017. Retrieved from <http://www.thegazette.com/subject/news/education/higher-education/iowa-state-mulls-presidential-qualifications-in-first-search-meeting-20170605> on June 19, 2017.

Miller, Vanessa. "Iowa State officially launches presidential search." *The Gazette*, July 7, 2017. Retrieved from <http://www.thegazette.com/subject/news/education/higher-education/iowa-state-officially-launches-presidential-search-20170706> on August 4, 2017.

Office of Policy and Efficiency. "CU Efficiencies." University of Colorado. Retrieved from <http://www.cu.edu/cu-efficiencies> on June 22, 2017.

Selingo, Jeffrey, et. al. "Pathways to the university presidency: The future of higher education leadership." Deloitte University Press. Retrieved from https://dupress.deloitte.com/content/dam/dup-us-en/articles/3861_Pathways-to-the-university-presidency/DUP_Pathways-to-the-university-presidency.pdf on June 19, 2017.

Seltzer, Rick. "The Slowly Diversifying Presidency." *Inside Higher Ed*. June 20, 2017. Retrieved from <https://www.insidehighered.com/news/2017/06/20/college-presidents-diversifying-slowly-and-growing-older-study-finds> on June 22, 2017.

Table 1. Length of Search Process¹ and Required Credentials for Select University System Leaders

System	Description of Position	Approximate Length of Search Process	Required Credentials	Appointee Qualifications and Background
University of Maryland System	Chancellor of the University of Maryland System	190 days from board-appointed search committee to position appointment (June 10, 2014 - December 17, 2014).	The position profile indicates a preference for a person with a doctorate or equivalent terminal degree. However, it also allows for candidates without a terminal degree but who have significant and successful executive level experience.	<ul style="list-style-type: none"> • Ph.D. in organic chemistry • Previous position: President, Towson University • Academic background
University of Missouri System	President of the University of Missouri System	294 days from board approval of presidential search to naming of new president (January 13, 2016 - November 2, 2016).	The position profile does not explicitly mention a requirement for a doctorate or equivalent degree. The profile lists desired administrative qualities, including a requirement for a “strong leadership record in a complex organization.”	<ul style="list-style-type: none"> • Ph.D. • Previous Position: Provost and Vice President, University of Connecticut • Academic background
University of North Carolina System	President of the University of North Carolina System	196 days from board resolution establishing search to selection by board (April 10, 2015 - October 23, 2015).	Various documents (invitation to apply, leadership statement report) do not explicitly mention academic requirements for the position, but rather describe various leadership qualities sought for the presidency.	<ul style="list-style-type: none"> • B.A. • Previous Position: President, George W. Bush Presidential Center • Nonacademic background, including former U.S. Secretary of Education under President Bush.
State University of New York (SUNY)	Chancellor of SUNY	286 days from search announcement to announcement of chancellor designate (July 12, 2016 - April 24, 2017).	Position profile mentions the need for an understanding of complex organizations and similar leadership skills. It does not explicitly mention a requirement for a Ph.D. or terminal degree.	<ul style="list-style-type: none"> • Ph.D. in electrical engineering • Previous position: U.S. Undersecretary of Energy • Mix of academic and other experience

System	Description of Position	Approximate Length of Search Process	Required Credentials	Appointee Qualifications and Background
University of Tennessee Board of Regents	Chancellor of the Tennessee Board of Regents (System Leader)	186 days from board approval of criteria for next chancellor to appointment (June 24, 2016 - December 27, 2016).	The position description did not specifically mention a Ph.D. or other terminal degree but required “significant senior-level administrative experience in an educational, governmental, or business environment.”	<ul style="list-style-type: none"> • Doctor of Education • Previous position: President, Chattanooga State Community College • Academic background

¹ Data for the start of each search process was based on publicly available data and, as a result, the beginning date somewhat varied depending on data available. For example, in some cases, the beginning date represents the formation of a search committee while in other cases, the beginning date may represent board approval of the search process. Given these differences, the length of time to complete the search is an approximation.

Table 2. Length of Search Process' and Required Credentials for Select University Institution Leaders

Institution	Description of Position	Approximate Length of Search Process	Required Credentials	Appointee's Qualifications and Background
University of Illinois	Chancellor of University of Illinois at Urbana-Champaign	239 days from establishment of search committee to appointment (November 23, 2015 - July 19, 2016).	Position profile states that the chancellor will be "an accomplished scholar and an experienced academic leader who understands that research and teaching excellence, together with service and public engagement, are at the very heart of the land-grant university."	<ul style="list-style-type: none"> • Ph.D. • Previous position: University of Minnesota System Senior Vice President • Academic background
University of Northern Iowa	President of the University of Northern Iowa	181 days from Board approval of search to appointment (June 8, 2016 - December 6, 2016).	The position description required significant senior-level executive experience in an academic institution; strong academic background with documented, relevant research; earned doctorate or terminal degree appropriate to the discipline (strongly preferred); along with other leadership and administrative skills.	<ul style="list-style-type: none"> • Ph.D. • Previous position: Chancellor of Montana State University • Academic background
University of Iowa	President of the University of Iowa	190 days from the search announcement to appointment of finalist (February 25, 2015 - September 3, 2015).	The position description identifies an earned doctorate or terminal degree and administrative experience demonstrating the ability to lead a complex academic research institution and medical center, along with various leadership skills as preferred qualifications.	<ul style="list-style-type: none"> • MBA-Harvard • Previous position: Consulting firm • Corporate background
University of Minnesota-Crookston	Chancellor of the University of Minnesota-Crookston	201 days from resignation of former chancellor to appointment of new chancellor (September 14, 2016 - April 3, 2017).	Ph.D. or equivalent terminal degree listed as an essential qualification, along with extensive experience in higher education or within a large complex organization.	<ul style="list-style-type: none"> • Ph.D. • Previous position: Dean at California State Polytechnic • Academic background

Institution University of Missouri-Columbia	Description of Position Chancellor of University of Missouri-Columbia	Approximate Length of Search Process 170 days from the search announcement to the chancellor designate announcement (December 4, 2016 - May 24, 2017).	Required Credentials Position profile mentions leadership skills, but does not explicitly mention a requirement for a Ph.D.	Appointee's Qualifications and Background <ul style="list-style-type: none"> • Ph.D. in electrical engineering • Previous position: Provost at SUNY • Academic Background
---	---	--	---	---

¹ Data for the start of each search process was based on publicly available data and, as a result, the beginning date somewhat varied depending on data available. For example, in some cases, the beginning date represents the formation of a search committee while in other cases, the beginning date may represent board approval of the search process. Given these differences, the length of time to complete the search is an approximation.

Table 3. Language Describing Academic Qualifications in Position Descriptions for UW System Searches
Position Description Language Describing Academic Qualifications

UW Search	Year	Position Description Language Describing Academic Qualifications
UW Colleges and UW-Extension Chancellor	2014	<p>The ideal candidate... will have the following professional and personal characteristics:</p> <p>A record of academic accomplishment at the university level, encompassing programmatic and administrative experience. Candidates with comparable accomplishments in the public or private sectors relevant to university administration are also highly encouraged to apply.</p> <p>Academic credentials and accomplishments of a quality which will secure the respect of the academic community; faculty tenure may be granted upon the recommendation of the appropriate department.</p>
UW-Eau Claire Chancellor	2012-2013	<p>The ideal candidate will have strong academic credentials and accomplishments and an earned doctorate or equivalent terminal degree. However, a candidate without a doctorate or equivalent terminal degree may be considered if she or he has comparable credentials and accomplishments and demonstrates a thorough understanding of the institutions of the academy, a deep understanding of the landscape of higher education, a commitment to UW-Eau Claire's academic mission and an exceptional record of executive leadership.</p> <p>In addition, the chancellor should demonstrate the following: successful senior-level leadership of a complex organization, public or private, with prior leadership roles at a college or university strongly preferred.</p>
UW-Green Bay Chancellor	2013-2014	<p>Applicants or nominees should have the following professional and personal characteristics:</p> <p>Credentials and accomplishments that will secure the respect of the academic community; evidence of scholarship may be considered an asset.</p> <p>A record of academic accomplishment and relevant background at the university level, with experience in both teaching and administration or comparable accomplishments in the public or private sectors.</p>
UW-Madison Chancellor	2011-2013	<p>Academic or equivalent professional accomplishments, including:</p> <ul style="list-style-type: none"> Academic scholarship and teaching credentials and accomplishments, or equivalent professional credentials and accomplishments, which will command the respect of the academic community. The chancellor must be tenurable at a university faculty rank of full professor at UW-Madison.

UW Search	Year	Position Description Language Describing Academic Qualifications
UW-Milwaukee Chancellor	2014	<ul style="list-style-type: none"> A successful record of leadership, including experience in higher education, or equivalent professional administration.” <p>A record of academic accomplishment and relevant background at the university level, with experience in both scholarship, teaching and administration; individuals with comparable accomplishments in the public and private sectors relevant to university administration.</p>
UW-Oshkosh Chancellor	2014	<p>Have solid academic credentials, preferably with a doctorate or equivalent terminal degree, and a record of significant accomplishments. A candidate without an equivalent terminal degree but with significant and successful executive-level experience leading a complex public or private organization will be considered if she or he demonstrates the qualities expected of any applicant: a deep-rooted understanding of and appreciation for the freedoms, responsibilities, and independence of the academy and a thorough command of the forces and issues shaping the national higher-education landscape.</p>
UW-Platteville Chancellor	2009-2010	<p>Successful experience in administrative leadership, preferably in higher education.</p> <p>Credentials and accomplishments of a quality that will secure the respect of the academic community; tenure may be granted upon the recommendation of the appropriate department.</p>
UW-Stevens Point Chancellor	2009-2010	<p>Applicants or nominees should have the following professional and personal characteristics:</p> <p>A record of academic accomplishment and professional background at the university level, with experience in both teaching and administration, or comparable accomplishments in the public or private sectors relevant to university administration.</p> <p>Academic credentials and accomplishments that will secure the respect of the academic community; faculty tenure may be granted upon the recommendation of the appropriate department.</p>
UW-Stout Chancellor	2013-2014	<p>The ideal candidate will have strong academic credentials and accomplishments, an earned doctorate or equivalent terminal degree. However, a candidate without a doctorate or equivalent terminal degree may be considered if he or she has comparable credentials and accomplishments that demonstrate a thorough understanding of the institutions of the academy, a deep understanding of the landscape of higher education, a commitment to UW Stout’s academic mission and an exceptional record of executive leadership.</p> <p>The ideal candidate should demonstrate the following:</p>

UW Search	Year	Position Description Language Describing Academic Qualifications
UW-Superior Chancellor	2010-2011	<p>Successful senior-level leadership of a complex organization, public or private, with prior leadership roles at a college or university strongly preferred.</p> <p>Candidates should have the following characteristics:</p> <p>Commitment to the University's mission as Wisconsin's Public Liberal Arts University and successful experience in administrative leadership, including credentials and accomplishments of a quality that will secure the respect of the institution and an appreciation of and commitment to teaching, service, and scholarly values.</p>
UW-Whitewater Chancellor	2014-2015	<p>Have solid academic credentials, preferably with a doctorate or equivalent terminal degree, and a record of significant accomplishments. Faculty tenure may be granted upon the recommendation of the appropriate department. A candidate without an equivalent terminal degree but with significant and successful senior-level experience leading a complex public or private organization will be considered if she or he demonstrates the qualities expected of any applicant: a deep-rooted understanding of and appreciation for the freedoms, responsibilities, and independence of the academy and a thorough command of the forces and issues shaping the national higher-education landscape.</p>
Presidential Search	2013	<p>An understanding of the multiple purposes and constituencies of a public university system with its missions of teaching, research, and public service;</p> <p>At least 10 years experience in a significant senior executive position;</p>
Presidential Search	2004	<p>A record of academic accomplishment and relevant background at the university level and significant experience in teaching, scholarship, and/or educational leadership. Other candidates who also reflect an understanding of shared governance and appreciation of and commitment to scholarly values will be considered; and</p> <p>Experience in a significant higher education leadership position or comparable executive experience.</p>

Table 4. Average Search Time for UW Chancellor Searches Conducted between March 2009 and November 2014

Chancellor Search	Resignation Announcement	Search Committee Named	Board Appointment (Resolution)	Total Search Time (Days from Resignation to Board Appointment)	Active Search Time (Days from Search Committee Named to Board Appointment)
UW-Whitewater	November 17, 2014	January 7, 2015	May 26, 2015	190	139
UW-Milwaukee	March 26, 2014	May 5, 2014	December 15, 2014	264	224
UW Colleges and UW-Extension	February 15, 2014	April 24, 2014	October 27, 2014	254	186
UW-Oshkosh	January 23, 2014	March 24, 2014	September 29, 2014	249	189
UW-Green Bay	December 18, 2013	January 22, 2014	June 2, 2014	166	131
UW-Stout	December 2, 2013	January 9, 2014	May 27, 2014	176	138
UW-Eau Claire	March 27, 2012	May 18, 2012	April 5, 2013	374	322
UW-Madison	June 14, 2011	September 24, 2012	April 5, 2013	N/A ¹	193
UW-Superior	April 12, 2010	May 12, 2010	April 8, 2011	361	331
UW-Stevens Point	April 23, 2009	October 6, 2009	May 6, 2010	378	212
UW-Platteville	March 7, 2009	June 7, 2009	April 9, 2010	398	306
		Average		281 or 40.1 weeks	215.6 or 30 weeks
UW System President	July 30, 2013	August 23, 2013	January 9, 2014	163.00 or 23.3 weeks	139 or 19.9 weeks

¹ UW-Madison appointed an interim chancellor for two years between the resignation of the previous chancellor and beginning an active search for a replacement.

6-4 SELECTION PROCESS FOR SYSTEM PRESIDENT, CHANCELLORS, AND UW SYSTEM SENIOR LEADERSHIP POSITIONS (Formerly 88-2)

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, 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.
3. *Search and Screen Committee Composition:* 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 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 a 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 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, 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.

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.

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.

