



**UNIVERSITY OF WISCONSIN SYSTEM BOARD OF REGENTS
SPECIAL REGENT COMMITTEE ON GOVERNANCE ISSUES**

Tuesday, September 28, 2021
2:30 p.m. – 4:00 p.m.

Via Webex Videoconference*

1. Calling of the Roll
2. Approval of the record of the August 31, 2021 meeting of the UW System Board of Regents Special Regent Committee on Governance Issues
3. Review of Updated Meeting Schedule and Timeline for Addressing Issues
4. Chancellor Search Process
 - A. Consideration of changes proposed to Regent Policy Document 6-4, "Selection Process for System President, Chancellors, Vice Chancellors, and UW System Senior Leadership Positions," discussed at the August 31, 2021 meeting
 - A.1.a.-e. Consideration of amendments proposed by Regent Grebe
 - A.2.a.-b. Consideration of amendments proposed by Regent Beightol
 - B. Consideration of a recommendation to: provide training to Regents on the role and responsibilities of the Search and Screen Committee chair and a Regent mentor to a Regent chairing a search committee for the first time.
5. Discussion of a framework for setting priorities and evaluating progress towards goals for the UW System and its institutions in the areas of Equity/Diversity/Inclusion and campus climate
6. Adjourn

**Webex videoconference registration information can be found at <https://www.wisconsin.edu/regents> or may be obtained from Jess Lathrop, Executive Director, Office of the Board of Regents, 1860 Van Hise Hall, 1220 Linden Drive, Madison, WI 53706, (608) 262-2324.*

Proposed Schedule of Topics/Issues for Governance Committee	
Meeting Date	Proposed Agenda
August 31, 2021 2:30-4:00 p.m.	<ol style="list-style-type: none"> 1. Charge to committee 2. Process/Approach 3. Review of proposed schedule for addressing issues 4. Chancellor Search Process: review of existing and prior policies and process; discussion of policy options to increase representation from campus communities and shared governance; possible adoption of policy options/recommendations
September 28, 2021 2:30-4:00 p.m.	<p>Chancellor Search Process: review of existing and prior policies and process; discussion of policy options to increase representation from campus communities and shared governance; possible adoption of policy options/recommendations (forward for possible consideration at the October or November BOR meeting)</p> <p>Equity, Diversity & Inclusion: review of existing policies, priorities, and goals; discussion of policy options/recommendations</p>
October 26, 2021 3:30-5:00 p.m.	<p>Equity, Diversity & Inclusion: review of existing policies, priorities, and goals; discussion of policy options/recommendations</p>
November 19, 2021 2:30-4:00 p.m.	<p>Equity, Diversity & Inclusion: adopt policy options/recommendations (forward for possible consideration at the December BOR meeting)</p> <p>Tuition: review of existing tuition-setting policies and procedures; discussion of policy options/recommendations</p>
December	<p>Tuition: adopt policy options (forward for possible consideration at the February BOR meeting)</p> <p>Resource allocation to campuses: review existing policies and process; discussion of policy options/recommendations</p>
January	<p>Resource allocation to campuses: adopt policy options/recommendations (forward for possible consideration at the February or March BOR meeting)</p> <p>Evaluation of Chancellors and System President: review of options/recommendations for evaluating chancellors and the System President</p>

	Identify additional governance issues
February	<p>Evaluation of Chancellors and System President: adopt policy options/recommendations</p> <p>Regent orientation and development: review existing training, education, and development opportunities for Regents; discussion of policy options/recommendations</p>
March	<p>Regent orientation and development: Adopt policy options/recommendations</p> <p>Bylaws: review existing bylaws; discuss options/recommendations for changes</p>
April	<p>Bylaws: Adopt policy options/recommendations (forward for possible consideration at the June Board meeting)</p> <p>Identify additional governance issues</p>

Regent Policy Document 6-4 *(formerly 88-2)*

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~~ at least 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 ~~at least three~~ ~~five~~ Regents to the Search and Screen Committee, and designate one of the Regents as chair.

The System President ~~in consultation with the Regent President, and~~ after consulting with members of the institution's governance groups and other members of the university community, shall appoint ~~the at least~~ five non-Regent members of the committee to include ~~at least~~: 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 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.

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 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. PROCESS:

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~~Regent 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

190 *replaced Regent Policy Documents 72-18; Res. 5176, adopted 3/10/1989, created Regent Policy*
191 *Document 89-3 and amended Regent Policy Document 88-2; Res. 6636, adopted 4/8/1994, amended*
192 *Regent Policy Document 88-2; Res. 6932, adopted 5/5/1995, amended Regent Policy Document 88-2;*
193 *Res. 8157, adopted 6/8/2000, amended Regent Policy Document 88-2; subsequently renumbered 6-4;*
194 *Res. 9811, adopted 8/20/2010, amended Regent Policy Document 6-4; Res. 10517, adopted 6/5/2015,*
195 *amended Regent Policy Docu*

196

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.1.a., A.1.b., A.1.c., A.1.d., and A.1.e.

Regent Policy Document 6-4 (formerly 88-2)

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 at least~~ three ~~not more than five~~ Regents to be involved

Commented [JL1]: Amendment A.1.a (Grebe)

Modify line 29 to read:

"...CONSISTING OF BETWEEN THREE AND FIVE REGENTS ..."

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.1.a., A.1.b., A.1.c., A.1.d., and A.1.e.

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 Regent President shall appoint ~~at least three~~ ~~five~~ Regents to the Search and Screen
49 Committee, and designate one of the Regents as chair.

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

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

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

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

63 The Search and Screen Committee shall be provided with an opportunity to review and provide
64 input on the job description prepared by the System President and the Special Regent
65 Committee. After the Special Regent Committee finalizes the job description, the Search and

Commented [JL2]: Amendment A.1.b (Grebe)

Modify lines 44-45 to read:

**"THE SEARCH AND SCREEN COMMITTEE SHALL BE
COMPRISED OF BETWEEN EIGHT AND TWELVE
INDIVIDUALS ..."**

Commented [JL3]: Amendment A.1.c. (Grebe)

Modify line 48 to read:

**"THE REGENT PRESIDENT SHALL APPOINT BETWEEN THREE
AND FIVE REGENTS ..."**

Commented [JL4]: Amendment A.1.d. (Grebe)

Modify line 52 to read:

**"...SHALL APPOINT BETWEEN FIVE AND SEVEN NON-
REGENT MEMBERS OF THE COMMITTEE ..."**

Commented [JL5]: Amendment A.1.e. (Grebe)

Add the following sentence:

**"THE NUMBER OF NON-REGENT MEMBERS ON A SEARCH
AND SCREEN COMMITTEE MAY NOT EXCEED THE NUMBER
OF REGENT MEMBERS ON A SEARCH AND SCREEN
COMMITTEE BY MORE THAN TWO."**

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.1.a., A.1.b., A.1.c., A.1.d., and A.1.e.

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 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. PROCESS:

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.

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.1.a., A.1.b., A.1.c., A.1.d., and A.1.e.

99 **2. POLICY ADOPTION:**

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

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

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

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

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

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

114 **3. IDENTIFICATION OF FINALISTS:**

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

123 **4. FINALIST INTERVIEWS:**

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

127 **5. SALARY APPROVAL:**

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

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.1.a., A.1.b., A.1.c., A.1.d. and A.1.e.

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

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.1.a., A.1.b., A.1.c., A.1.d., and A.1.e.

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~~Regent 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

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.1.a., A.1.b., A.1.c., A.1.d., and A.1.e.

190 replaced Regent Policy Documents 72-18; Res. 5176, adopted 3/10/1989, created Regent Policy
191 Document 89-3 and amended Regent Policy Document 88-2; Res. 6636, adopted 4/8/1994, amended
192 Regent Policy Document 88-2; Res. 6932, adopted 5/5/1995, amended Regent Policy Document 88-2;
193 Res. 8157, adopted 6/8/2000, amended Regent Policy Document 88-2; subsequently renumbered 6-4;
194 Res. 9811, adopted 8/20/2010, amended Regent Policy Document 6-4; Res. 10517, adopted 6/5/2015,
195 amended Regent Policy Document 6-4; Res. 10933, adopted 10/05/2017, amended Regent Policy
196 Document 6-4.

197

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.2.a. and A.2.b.

Regent Policy Document 6-4 (formerly 88-2)

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~~ at least three ~~nor more than five~~ Regents to be involved

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.2.a. and A.2.b.

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 ~~at least three~~ five Regents to the Search and Screen Committee, and designate one of the Regents as chair.

The System President in consultation with the Regent President, and after consulting with members of the institution's governance groups and other members of the university community, shall appoint ~~the at least~~ five non-Regent members of the committee to include at least 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 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.

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

Commented [JL1]: Amendment A.2.a. (Beightol)

Modify lines 48-49 to read:

THE MEMBERS OF THE SPECIAL REGENT COMMITTEE SHALL ALSO SERVE AS MEMBERS OF THE SEARCH AND SCREEN COMMITTEE. THE REGENT PRESIDENT SHALL DESIGNATE ONE OF THE REGENTS AS CHAIR.

Commented [MW2]: Amendment A.2.b.(Beightol)

Add the following sentence after line 49:

REGENTS SHALL COMPRISE AT LEAST 35% OF THE SEARCH AND SCREEN COMMITTEE.

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.2.a. and A.2.b.

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 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. PROCESS:

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.

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.2.a. and A.2.b.

99 **2. POLICY ADOPTION:**

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

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

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

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

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

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

114 **3. IDENTIFICATION OF FINALISTS:**

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

123 **4. FINALIST INTERVIEWS:**

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

127 **5. SALARY APPROVAL:**

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

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.2.a. and A.2.b

130 **6. APPOINTMENT:**

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

133 **Interim Appointments:**

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

135 **1. REGENT PRESIDENT'S AUTHORITY:**

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

138 **2. COMMITTEES NOT REQUIRED:**

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

141 **3. REGENT PRESIDENT CONSULTATION:**

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

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

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

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

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

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

155 **1. SYSTEM PRESIDENT'S AUTHORITY:**

156 When a vacancy occurs or is imminent, the System President may appoint an interim leader to
157 serve until a permanent appointment is made. In the case of the Chief Audit Executive, the

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.2.a. and A.2.b.

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~~Regent 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

Special Regent Committee on Governance Issues

Item 4, Proposed Amendments A.2.a. and A.2.b.

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

197



**UNIVERSITY OF WISCONSIN SYSTEM BOARD OF REGENTS
SPECIAL REGENT COMMITTEE ON GOVERNANCE ISSUES**

Tuesday, September 28, 2021
2:30 p.m. – 4:00 p.m.

Item 5: Discussion of a framework for setting priorities and evaluating progress towards goals for the UW System and its institutions in the areas of Equity/Diversity/Inclusion and campus climate

Please access background reading materials using the following links:

- [Creating Accountability for College Access and Success: Recommendations for the Higher Education Act and Beyond](#)
- [Diversity Assessment, Accountability, and Action: Going Beyond the Numbers](#)
- [How to embed accountability into your institution's DEI plan](#)

**Webex videoconference registration information can be found at <https://www.wisconsin.edu/regents> or may be obtained from Jess Lathrop, Executive Director, Office of the Board of Regents, 1860 Van Hise Hall, 1220 Linden Drive, Madison, WI 53706, (608) 262-2324.*

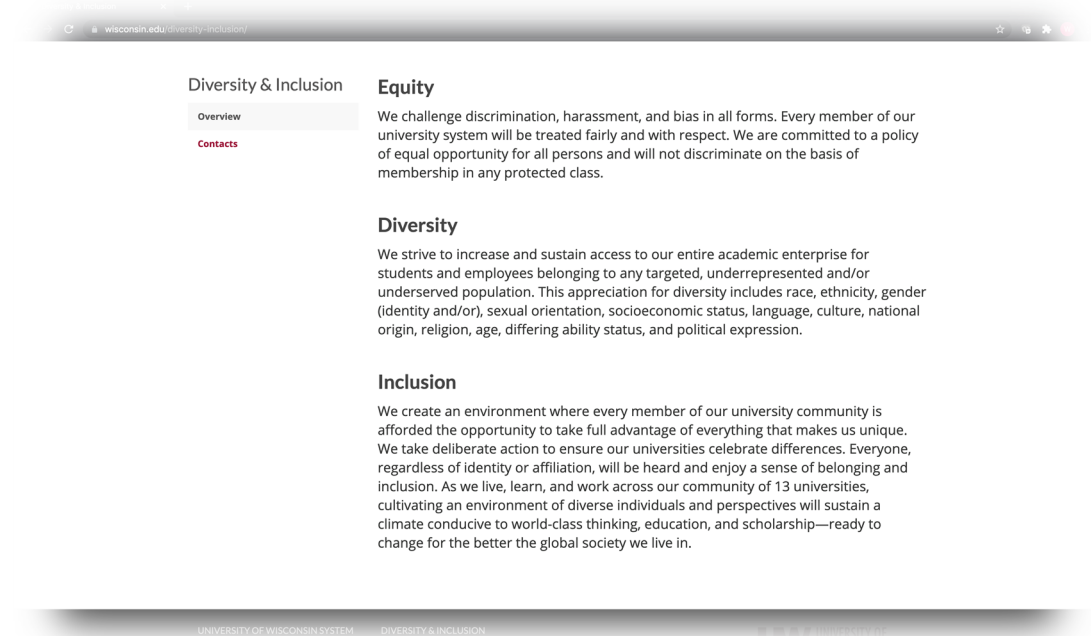
Special Regent Committee on Governance Issues Equity, Diversity, and Inclusion

Dr. Warren Anderson
Senior Equity, Diversity, and Inclusion Officer

All In Wisconsin

Formal Definitions

- [Diversity](#)
- [Equity](#)
- [Inclusion](#)



Office of Equity, Diversity, and Inclusion

- Dr. Warren R. Anderson – Sr. EDI Officer
- Dr. Sasanehsaeh Jennings – Coor. Native American Student Success Coordinator
- Dr. Jamila Lee-Jennings – EDI Specialist
- Michael Weaver, Jr. – UWSA Administrative Fellow

UW System Senior Diversity Officers

Each UW University has identified a Senior Diversity Officer that is the liaison to this group. Each has varied levels of institutional responsibility, authority, and autonomy.

[Senior Diversity Officers Group](#)

A Look Ahead...

Priorities

- Systemwide Vision
- Common Core Metrics
- Expanded Access
- Training & Education
- Continuous Assessment
- Increased Transparency

Barriers

- Inconsistency
- Lack of Accountability
- Absent Strategy
- Shifting Priorities
- Policies, Practices, and Procedures
- Inadequate Staffing and Funding

Focus on AY 2021-22

- 2017 Regents Task Force on Campus Climate
- UWSA Campus Climate Survey
- EDI Strategic Plan Development
- Key Performance Metrics/Accountability
- Focus on Access
- Focus on Consistency

Recommendations focused on EDI (1)

- Organizational Alignment
- Increase staffing and funding
- Strategically align EDI to performance measures
- Align EDI to key university requests – i.e. – new academic program requests, additional funding requests, etc.
- Performance funding for EDI-related outcomes – i.e. - recruitment, retention, rate of tenure, etc.

Recommendations focused on EDI (2)

- Comprehensive review of Regent and Administrative policies
- Systemwide Bias/Discrimination reporting structure
- Evaluate Regent and System Recognition practices
- Increase development of Systemwide access and retention initiatives
- Redevelop Systemwide Diversity Advisory Council
- Stand alone or integration of EDI into existing B.O.R. Committee structure

Office of Equity, Diversity, and Inclusion

Dr. Warren Anderson
Senior Equity, Diversity, and Inclusion Officer
UW System Administration
(608) 262-3767 | Wanderson@uwsa.edu

All In Wisconsin