

TOPIC: Chancellor's Search Guidelines

COMMITTEE: Committee on Organization and Compensation

DATE OF MEETING: June 12, 2019

SUMMARY: The Committee on Organization and Compensation will review the Guidelines for the Selection of the Chancellor and make any necessary changes.

ALTERNATIVE(S): The Committee could choose not to discuss the guidelines.

FISCAL IMPACT: Minimal fiscal impact.

CHANCELLOR'S RECOMMENDATION: The Chancellor recommends that the Committee review the guidelines and make any necessary changes.

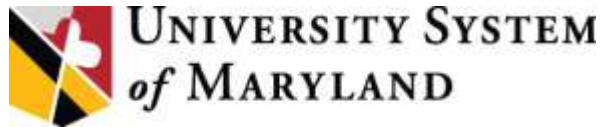
COMMITTEE ACTION:

DATE: June 12, 2019

BOARD ACTION:

DATE:

SUBMITTED BY: Denise Wilkerson, dwilkerson@usmd.edu, 410-576-5734 or 301-445-1906



GUIDELINES FOR THE SELECTION OF THE CHANCELLOR

(Adapted from the Guidelines for the Selection of University Presidents approved by the Board of Regents February 22, 2019)

Purpose

The purpose of these guidelines is to establish a general procedural framework for the search and selection of the University System of Maryland (“USM” or “System”) Chancellor.

Selection and Appointment of a Chancellor

The final selection and appointment of the USM Chancellor is, by law, the responsibility and prerogative of the Board of Regents (“BOR” or the “Board”). All other elements of the search process under these guidelines are designed to assist the Board in meeting that responsibility in a manner responsive to the leadership needs of the System.

To facilitate the recruitment of a high caliber candidate pool, the search for the USM Chancellor, as in the case of USM Presidents, will be conducted as a closed search, meaning the identity of candidates will not be publicly disclosed during the search process. At the same time, a closed search process should be inclusive and reflect input from key stakeholders, such as the university presidents, USM shared governance advisory councils, and System office staff, such that the selection of the Chancellor is a product of stakeholder engagement.

Chancellor Search Process

The Board Chair will launch the start of a chancellor’s search by meeting with system stakeholders to discuss the search and to invite nominations for members of the search committee. Thereafter, the Board Chair will appoint a search committee (see below for more information on the search committee composition and responsibilities), with Board approval. The Board Chair may chair the search committee or may identify another member of the Board of Regents to serve as chair of the search committee. The Board may, but is not required to, employ an executive search firm to assist with the process. Once the committee has been established, the Board Chair will give the search committee its charge.

The search committee will develop procedures that will govern the conduct of the search. It should, to the best of its ability, adhere to these guidelines.

The search committee and the executive search firm consultant(s), if applicable, will meet with various persons or groups with interest in the work of the USM—in groups and individually – to ascertain criteria and skills desired in a new chancellor. In consultation with and subject to the approval of the Board Chair, the executive search firm will develop a comprehensive leadership profile, which includes information about the system and, more importantly, includes a statement of professional qualifications and personal qualities sought in the individual to be selected as chancellor.

The search committee will conduct thorough search for qualified candidates, using the search firm (if applicable) and its own contacts and soliciting the assistance of appropriate individuals or organizations. Additionally, the committee will undertake recruitment efforts to include advertising in key national publications and other means to disseminate information about the availability of the position.

The search committee will review and discuss candidate submissions, and then select and interview a group of semi-finalist candidates. Typically, the semi-finalist group will be 6-10 candidates, and the interviews will be conducted as “airport interviews” over a period of two days. After these interviews and deliberation on the semi-finalists, the committee should identify two to four finalists from the semi-finalist pool for consideration by the Board of Regents.

Prior to the search committee’s submission of the list of finalists to the Board Chair, the search firm should conduct background and reference checks on each finalist. If a search firm was not utilized in the search process, then the search committee shall employ a professional reference checker to ensure thorough, consistent, and fair use of sources of references on candidates, including checking references other than those submitted by the candidates.

The search committee should submit to the Board Chair the names of the finalists, unranked, together with all relevant information, and a written report of the Committee’s assessment of the strengths and weaknesses of each finalist. Following receipt of the report of the search committee, the Board Chair will consult with the search committee chair along with the search firm consultant(s) or the professional reference checker (if separate from the search service) and conduct any further reference checks that may be appropriate.

The Office of the Chancellor will arrange for interviews of the finalists by the Board of Regents. Additionally, the search committee chair will personally brief the Board on the work and recommendations of the search committee.

Following the interviews of the final candidates, the Regents will either proceed to select the successful candidate or charge the committee to present other names.

Following the Regents’ selection, the Board Chair, in consultation with the advice of the Office of the Attorney General, will negotiate the terms of appointment, compensation, and other details with the successful candidate. Formal appointment by the Board of Regents and public announcement of the appointment will follow.

Search Committee

The search committee will normally consist of 10 - 12 persons selected by the Board Chair, including the committee chair. In selecting the search committee, the Board Chair will seek to create a committee including persons with knowledge and experience in functions that are tied to essential areas of the job functions of the USM chancellor and representatives of the broader USM community. It is essential that the members of the Committee see themselves and function not as representatives of particular special interest groups, but as members of a team dedicated to a single objective: the identification and recommendation of the strongest possible candidates for the Chancellorship of the University System of Maryland.

The Board Chair will designate a USM liaison to the search committee. The function of the USM liaison is to provide to the committee a direct and immediate source of informed advice as its work proceeds. The USM liaison is not a voting member of the committee.

Search Committee Staff Support

The Chancellor, in consultation with the Board Chair, will arrange staff support for the search committee. In most cases, the primary staff support for the committee will come from the System Office and will assist in such matters as: providing advice and assistance to the chair of the search committee in handling committee documents and communications; providing assistance in preparing committee reports to the Board Chair; providing liaison between finalist candidates and the Board Chair in the final stages of the process; and maintaining the permanent records of the search.

Responsibilities of the Search Committee

The primary responsibilities of the search committee are three-fold:

- 1. To develop a broad and deep pool of strong candidates, through a national and proactive search using multiple methods to develop the candidate pool;**
- 2. To select from that pool, with care, deliberation, and thoroughness, a group of no fewer than two and no more than four finalist candidates to be recommended to the Regents, unranked.**
- 3. To adhere to a strict code of confidentiality.**

In meeting its primary responsibilities, the search committee will:

- Agree on a statement of professional qualifications and personal qualities sought in the individual to be selected as Chancellor, in consultation with and subject to the approval of the Board Chair.
- Review the evolving role of a higher education system head in today's environment and develop a set of criteria that recognizes and encourages both traditional academic candidates and non-traditional candidates.
- Ensure that the search is demonstrably conducted in a manner consistent with both the letter and the spirit of relevant equal opportunity and diversity policies and requirements.
- Screen candidates fairly and consistently, using evaluative criteria based on the professional qualifications and personal qualities sought.
- Maintain confidentiality during the entire process to protect the candidates, the integrity of the process, and the interests of the institution. Only the University System Office, at the direction of the Board Chair, should disclose information about the status of the search.

Duration of Searches

It is extremely important that a search be conducted expeditiously, in order to protect the candidate pool and the semi-finalist and finalist groups from erosion by competing searches, and to impress upon candidates the seriousness and professionalism with which the search is conducted. Every effort must be made to avoid the deleterious consequences that can accompany a lengthy search process. The Regents expect that a search for a chancellor should normally lead to the appointment of a chancellor within six months following the initiation of the process with the first meeting of the search committee.

It is recognized that the nature of the academic calendar or other circumstances may in some cases compel extending the search period.

Costs of the Search

Costs of a Chancellor's search will normally be borne by the USM office.