CHANCELLOR SEARCH PROCESS

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Hiring a Chancellor: Process Overview

In accordance with state law and policy, the UNC System chancellor search process follows a prescribed series of steps that are critical to our success in recruiting and selecting top candidates. For more details see Hiring a Chancellor: A Guide for Search Committees and Trustees.

Establishing a Search Committee

- The president, UNC System Office HR, and the constituent institution’s board of trustees chair initiate a search committee.
- UNC System Office HR conducts orientation for search committee leaders.
- The search committee is created with representatives from key constituencies.
- The constituent institution’s board of trustee’s chair and the president establish a budget and identify support staff.
- If requested, UNC System Office HR selects a search firm, in consultation with the search committee chair.
- The search committee chair kicks off the search committee and search process.

Sourcing and Selecting Candidates

- The search committee develops a search, outreach, and advertising strategy. The search firm or System Office HR invites applicants and accepts nominations.
- The search committee holds campus forums for input on the desired qualifications.
- The search committee develops a leadership statement.
- The search firm or System Office HR screens applicants and nominees to present 15-20 candidates to the search committee.
- The search committee conducts off-site interviews with 8-10 candidates.
- The search committee invites 4-5 candidates for a campus visit.
- The search firm or System Office HR completes initial reference and background checks and presents summary information to the search committee.

Recommendation and Hiring a New Chancellor

- The search committee votes for and recommends unraked candidates to the board of trustees.
- If satisfied with the slate of candidates, the board of trustees presents them to the president.
- A third-party partner conducts an executive background investigation report on each finalist.
- The president interviews finalists.
- The president nominates a candidate to the UNC Board of Governors Committee on Personnel and Tenure.
- If approved by the committee, the candidate’s nomination is forwarded the full Board.
- Once approved by the Board, the System Office and constituent institution announces the new chancellor.
OVERVIEW

- Governance
- Equal Employment Opportunity
- Public Records
- Open Meetings
- Confidentiality
- Questions
AUTHORIZATION FOR CHANCELLOR SELECTION AND APPOINTMENT

- North Carolina Law:
  - G.S. 116-11(4) – Powers and Duties of the UNC Board of Governors

- The Code of the Board of Governors of the University of North Carolina (The Code)
  - 100.1 Appendix 1 – Delegations of Duty and Authority to Boards of Trustees
  - 200.8 – UNC Policy on Chancellor Searches and Elections
  - 300.1.1 – UNC Policy on Senior Academic and Administrative Officers
THE CODE OF THE BOARD OF GOVERNORS

• In *The Code*, the Board of Governors delegates to the board of trustees the responsibility and authority to establish, in consultation with the president, a search committee.

• *The Code* specifies that the search committee must include representatives of:
  - the board of trustees
  - the faculty
  - the student body
  - the staff
  - the alumni
  - the local community
  - other campus constituencies, as appropriate
THE CODE OF THE BOARD OF GOVERNORS

• The Code sets forth the roles of the board of trustees, the chancellor search committee, the president, and the UNC Board of Governors

• The Code requires certain steps in the search process including:
  o A preliminary report to the president when the search committee is preparing a schedule of initial interviews
  o A recommendation of an unranked slate of candidates from the search committee to the trustees for consideration upon completion of the campus interview process
  o A recommendation of an unranked slate of no fewer than two candidates from the board of trustees to the president for consideration
• While the search committee is tasked with sourcing, reviewing, and narrowing down the candidate pool, state law and The Code are clear that the final decision to elect and appoint a chancellor rests with the Board of Governors, upon the nomination of the president.
OTHER GOVERNING LAWS/RULES

- The search committee functions as a special committee of the ECU Board of Trustees and is subject to federal and state laws on anti-discrimination, public records, open meetings, personnel information, etc., along with any relevant BOT rules.
EQUAL EMPLOYMENT OPPORTUNITY

• Federal and state law prohibit discriminatory hiring practices
• Equal employment opportunity (EEO) and a commitment to a diverse workforce are bedrock principles of the UNC System
• Section 103 of *The Code*:
  o Admission to, employment by, and promotion in the University of North Carolina and all of its constituent institutions shall be on the *basis of merit*, and there shall be *no unlawful discrimination against any person* on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or veteran status.
EEO considerations play a role throughout the entire search*:

- Job posting/leadership profile
- Sourcing/advertising strategy
- Initial applicant screening
- Interviewing candidates
- Evaluating candidates

*UNC System Office HR will provide guidance documents and EEO and Unconscious Bias training for all search committee members
PUBLIC RECORDS

- All records (paper, electronic, or other forms) made or received in connection with the search – i.e., “the transaction of public business” – will be public records, including e-mails or text messages among committee members.
- Unless records are covered by an exception (e.g., personnel files), the public has a right to inspect and copy them.
- Committee members should filter any public records requests though the search committee chair and ECU legal counsel.
- The System Office will maintain all records of the search.
G.S. 126-22 provides that “personnel files” are **not** subject to inspection under the public records law.

“**Personnel file**” means any employment-related or personal information gathered by an employer…”

“Employment-related information contained in a personnel file includes information related to an individual’s application, selection…”
OPEN MEETINGS

• As a special committee of the ECU Board of Trustees, the chancellor search committee is a “public body” subject to the Open Meetings Act.

• The committee must:
  o Give public notice of the time and place of meetings
  o Allow the public to attend open session portions of meetings
  o Enter into closed session only for permissible purposes
  o Keep full and accurate meeting minutes
OPEN MEETINGS, continued

- G.S. 143-318.11(a) provides two relevant purposes for closed session:
  - (1) “To prevent the disclosure of information that is privileged or confidential pursuant to the law of this State or of the United States…”
  - (6) “To consider the qualifications, competence... character, fitness, conditions of appointment, or conditions of initial employment of...[a] prospective public officer or employee.”
- Reviewing applications, narrowing the pool, interviewing applicants, and deciding on finalists may be done in closed session
CONFIDENTIALITY

• Under NC law, applicant information is confidential and any discussions or deliberations about applicants in closed session must remain confidential
• UNC Policy also provides that candidates’ identities will be kept confidential throughout the search process
• The committee must be able to discuss candidates with complete candor → what happens in closed session stays in closed session
• Confidentiality does NOT end when the search is complete; it lasts forever
• Each search committee member will be asked to sign a confidentiality agreement
• An intentional breach will result in removal from the committee and potential criminal charges
OPEN ASPECTS OF SEARCH

• Search process/timeline
• Community and staff input on the search
• Leadership statement, job description, or advertisement
• Advertising and sourcing
• Records of any business related to the search process that does not identify individual candidates
CLOSED ASPECTS OF SEARCH

• Any discussions in closed session, including candidate interviews
• Any personally identifying information about candidates
• All candidate materials
• Notes, texts, emails about candidates
UNC SYSTEM OFFICE SUPPORT

• UNC System Office provides support for chancellor searches
  o Designated staff members support the search process
  o Provide training materials (e.g., Chancellor Search Guide)
  o Assist with advertising and candidate sourcing
  o Attend meetings as a resource
  o Provide knowledge of policies and procedures
  o Provide regular updates on status of the search to the president and Board of Governors

• Designees for ECU search
  o Lynn Duffy: lsduffy@northcarolina.edu
  o Scott Murray: sfmurray@northcarolina.edu
• ECU Chancellor Search Website: https://chancellorsearch.ecu.edu/
QUESTIONS?
THANK YOU
ECU Proposed Search Timeline

- Search Committee Kickoff – December 10, 2019 (Meeting #1)
- Stakeholder Meetings & Constituent Forums – January 2020
- Finalize Leadership Statement – February 2020 (Meeting #2)
- Advertise & Invite Applications – February/March 2020
- Applicant Screening – March 2020 (Meeting #3)
- Interview Semi-Finalists – April 2020 (Meeting #4)
- Campus Visits/Finalist Interviews – April 2020 (Meeting #5)
- Committee Recommendation to BOT – April/May 2020 (Meeting #6)
- BOT Recommendation to President – April/May 2020
- President Interviews Finalists – May/June 2020
- Approval by BOG – May/June 2020
- New Chancellor Begins – TBD