

**THE UNIVERSITY OF TENNESSEE
PRESIDENTIAL SEARCH**

STATEMENT OF GUIDING PRINCIPLES

I. Principle of Openness

Commitment to Open Process. The search will be conducted in an open, fair, and competitive manner. Minorities and women will be affirmatively sought for inclusion in the candidate pool. Candidates will be sought from around the nation, as well as within Tennessee and within The University of Tennessee. No special emphasis will be placed on recruiting sitting presidents.

One-track Recruitment Effort. There will be a single, public pool of candidates. No candidate will be considered by the Search Committee or the Board unless his or her candidacy has first been evaluated through the public evaluation process.

II. Establishment of a Search Committee

Search Committee. The Chairman and Vice Chairman of the Board will appoint a Search Committee composed of the student trustee, five other trustees, and two faculty members. The Vice Chairman of the Board shall be an ex officio, non-voting member of the Search Committee, except the Vice Chairman shall vote to break a tie. The Chairman and Vice Chairman will name one member of the Search Committee as its chair. The Chairman will establish a procedure under which the faculty senates of the four campuses will recommend the faculty membership to the Chairman and Vice Chairman.

III. Establishment of a Search Advisory Council

Search Advisory Council. The Search Committee will appoint a Search Advisory Council composed as follows:

- (4) Students (one from each campus)
- (4) Faculty (one from each campus)
- (4) Alumni of the University or other members of the public
- (4) Trustees who may also be members of the Search Committee
- (1) Exempt staff member
- (1) Chair of the Search Committee ex-officio

Recommendation to the Search Committee. The Search Advisory Council will be charged with the responsibility of conducting a thorough search for candidates, screening and evaluating the candidates, and conducting public interviews of candidates. The Search Advisory Council shall recommend not less than 4 and not more than 6 finalists, unranked, to the Search Committee.

No Bypassing. All candidates must go through the Search Advisory Council for screening, evaluation, and interview. No candidate will be considered by the Search Committee or the full Board unless he or she has been recommended as a finalist by the Search Advisory Council.

IV. Conduct of the Search

Subcommittees. The Search Committee shall appoint the following committees of the Search Advisory Council, each chaired by a Trustee member of the Council:

- (i) Criteria, Advertising, and Recruitment Committee: responsibilities shall include drafting a statement of characteristics and qualifications needed to lead the University; advertising the position; and planning and implementing an aggressive recruitment process.
- (ii) Communications Committee: responsibilities shall include planning communications strategies for the search, including developing a search brochure and a website.
- (iii) Due Diligence and Interview Planning Committee: responsibilities shall include planning and implementing a comprehensive due diligence process for finalists, including site visits to current employers; and planning and coordinating campus interviews for finalists.

Timetable. The Search Committee shall establish a timetable for the search, with the goal of completing the search no later than April 30, 2004 and with July 1, 2004 as the target starting date for the new president.

Development of Criteria. The Search Advisory Council shall prepare and recommend a Statement of Characteristics and Qualifications to the Search Committee, which will modify if necessary and approve such a statement as the basis for conducting the search. In preparing this statement, the Search Advisory Council will conduct at least one public forum on each campus seeking the views of internal and external constituencies on the characteristics and qualifications needed to lead The University of Tennessee system.

Consultant. The Search Committee shall make a recommendation to the full Board on the question of whether a search consultant should be retained to assist the Search Advisory Council in recruiting candidates who will participate in the public evaluation process. If the Board approves the use of a search consultant, the Search Committee shall issue a request for proposals, evaluate the proposals, and select the search consultant.

Compensation Package in Advance. Before formally beginning the search, the Search Committee shall recommend to the Board a compensation package for the new president. The compensation package shall be included in all advertisements and announcements of the position.

Support Staff. The Chairman and Vice Chairman will work with the Interim President to arrange an appropriate level of administrative and support staff for the search. The chair of the Search Committee shall prepare a budget for the search and present it to the Finance and Administration Committee for approval.

Presidential Performance Standards. While the search is in progress, the Executive Committee shall develop a plan for conducting presidential performance reviews. After approval by the Board, the plan shall be presented to each candidate recommended by the Search Committee prior to Board interviews.

Transition. The Search Committee shall prepare a plan for the orientation and transition of the new president and present it to the Board for approval.

V. Final Evaluation and Selection

Search Committee Review of Finalists. The Search Committee shall evaluate and interview the finalists recommended by the Search Advisory Council. The Search Committee may vote to reject all finalists and instruct the Search Advisory Council to recruit and evaluate additional candidates.

Board Hiring of the President. In accordance with the Bylaws, the Search Committee shall recommend to the Board the number of candidates that will be presented to the Board for consideration. The Search Committee's recommendation should not be less than three. The Search Committee shall present the candidates to the Board without ranking. The Board may vote to reject all finalists and instruct the Search Committee and the Search Advisory Council to continue the search.

Final Authority. Nothing in this process shall be construed to diminish in any way the final and complete authority of the Board of Trustees to select a president of the university and set the terms of his or her hiring.