

Recommendation to ensure consistency of process in checking references.

- **Selection of References:** Each applicant selected for an interview at the December meeting will have two references selected from their application. Selected references will receive a request to provide a written reference via email.
 - Staff will select two references for each applicant being interviewed and will circulate this list to the entire RCAC for review. RCAC members will have one business day to recommend any changes to the list of selected references before the list is finalized.
 - Staff will review recommended changes received from RCAC members, but are authorized to make the final determination on which references are contacted.

- **Reference Process:**
 - Staff will send the approved list of reference questions to the selected references and ask for written response via email by December 28, 2022. One week prior to that deadline, staff will send a reminder email to references whose responses have not been received.
 - The entire packet of reference feedback will be available to RCAC members by January 3, 2022. Prior to the interviews, each RCAC member should review all responses. Remember that all information provided by the reference (including the identity of the reference) is confidential in nature and must not be shared with anyone other than RCAC members and staff.

- **Additional Feedback**
 - After reviewing information received from a reference, the Executive Committee may request additional feedback.
 - Additional feedback will consist of a follow-up discussion with the reference. Discussions will be conducted by two members of the Executive Committee who have been delegated this task by the Chair of the RCAC. The follow-up discussion with the reference will be conducted via telephone and shall be focused on specific subject(s) identified by the Executive Committee. Notes will be taken during this discussion and made available to the entire RCAC for review as soon as possible after the discussion.
 - As with all information provided by the reference, the notes from the feedback discussions are confidential.

Approved Reference Questions

The following are the approved list of questions to be sent to the identified references:

1. How long have you known the regent candidate, and in what capacity?
2. Please share an example where the regent candidate has demonstrated their ability to be a visionary and/or strategic thinker.
3. In your view, what is the regent candidate's greatest strength as a board member/employee?
4. In your view, what is the regent candidate's greatest weakness as a board member/employee?
5. The Board of Regents is a governing board rather than a management committee. Please provide any experiences you have had seeing the regent candidate in action in a governing situation. This could include their communication skills, financial management skills, relevancy of questions, and preparation for meetings.
6. Can the regent candidate always be counted on for committee meetings, leadership roles, and task force responsibilities? Please provide an example of a leadership role the candidate assumed, and what was accomplished.
7. Does the regent candidate welcome a wide range of points of view and ideas from diverse groups or stakeholders, and if so or if not, can you provide an example? Does the candidate always understand and address ethical decision-making and behavior?
8. Knowing what you do about the University of Minnesota and its governing body, the Board of Regents, would you have any reservation about recommending this regent candidate for service?
9. Is there any other information you could add that would be helpful to the RCAC in evaluating this regent candidate?