

**BOARD OF REGENTS and its
ad hoc UNLV PRESIDENT SEARCH COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**

University of Nevada, Las Vegas
Foundations Building, Blasco Event Wing
4505 S. Maryland Parkway
Friday, September 27, 2019

Members Present:

Regents' Committee
Mr. Sam Lieberman, Chair
Ms. Amy J. Carvalho
Mr. Trevor Hayes
Mrs. Cathy McAdoo
Ms. Laura E. Perkins

Members Absent:

Mr. Rick Trachok

Other Regents Present:

Dr. Jason Geddes, Chairman
Dr. Mark W. Doubrava, Vice Chairman
Mr. Donald Sylvantee McMichael Sr.
Mr. John T. Moran

Members Present:

Institutional Advisory Members
Dr. Sajjad Ahmad, Administrator
Mr. Philip Burns, Faculty
Dr. John Filler, Faculty
Mr. Adam Garcia, Administrator
Dr. Peter Gray, Faculty
Dr. Deborah Kuhls, Faculty
Dr. Noelle Lefforge, Faculty
Dr. Ann McDonough, Administrator
Ms. Stephanie Molina, GPSA President
Ms. Hannah Patenaude, CSUN President
Dr. Timothy L. Porter, Faculty
Ms. Michelle Sposito, Affirmative Action (*Ex-officio*)
Dr. Tony Alamo, Community Member
Senator Nicole J. Cannizzaro, Community Member
Mr. Ken Evans, Community Member
Mr. Peter Guzman, Community Member
Dr. Carol C. Harter, Community Member/President Emerita
Mr. Kirk D. Hendrick, Community Member
Dr. Esther Langston, Community Member/Faculty Emerita
Mr. Greg McKinley, Community Member/Foundation Chair
Commissioner Michael Naft, Community Member

Members Present: Institutional Advisory Members *(continued)*
Mr. Jonas Peterson, Community Member
Ms. Mary Beth Sewald, Community Member
Mr. Michael Yackira, Community Member/Foundation Trustee

Members Absent: Institutional Advisory Members
Ms. Diana Bennett, Community Member/Foundation Vice Chair
Mr. Jim Boyer, Classified Staff
Mr. Dallas E. Haun, Community Member
Mr. Renato “Sonny” Vinuya, Community Member
Mr. Mark Wiley, Alumni Board President

Others Present: Mr. Dean J. Gould, Chief of Staff & Special Counsel to the Board
Dr. Thom Reilly, Chancellor

The Faculty Senate Chair in attendance was Dr. Janis McKay, UNLV.

For others present, please see the attendance roster on file in the Board office.

Chair Sam Lieberman called the meeting to order at 1:05 p.m. with all members present except Regent Trachok, Ms. Bennett, Mr. Boyer, Mr. Haun, Mr. Vinuya and Mr. Wiley.

1. Information Only-Public Comment – None.
2. Information Only-Chair’s Report and Introductions – Chair Sam Lieberman provided general remarks and updated the Committee members regarding the president search process. The Regents and institutional advisory members of the ad hoc UNLV President Search Committee were introduced.

Chair Lieberman thanked all participants from UNLV, NSHE and the community for their time commitment to the Committee. He noted the two main obligations of the Committee are to: 1) Identify qualified candidates; and 2) Select the best candidate to serve as president. He emphasized the importance of everyone’s cooperation, participation and engagement in the search process.

3. Information Only-Open Meeting Law – Mr. Dean J. Gould, Chief of Staff and Special Counsel to the Board of Regents, provided an overview and led a discussion on the Open Meeting Law (OML) as it relates to the president search procedure.

Chair Lieberman stressed the importance of OML waivers. The Committee must have the signed waivers in order to discuss specific individuals at the current meeting and at any future meetings.

4. Information Only-President Search Process – Organization and Procedure – The Chancellor, Chief of Staff and Special Counsel to the Board and the search consultants led a discussion on the president search process and specific search procedures, including a discussion on the proposed timeline for the search, the method to be used to generate and screen applicants, a range of the preferred number of semifinalists to be selected by the search consultant for interview by the Chancellor and the search consultant, a range of the preferred number of finalists to be brought to the Committee for in-person interviews, arranging on-campus visits and making a recommendation or recommendations to the full Board of Regents (*Ref. UNLV PSC-4 on file in the Board Office*).

Dr. Thom Reilly, Chancellor, discussed how the NSHE operates under shared governance and how that has guided the preliminary steps in the search process. Time was spent on the UNLV campus with students, staff and faculty, and community groups were engaged to collect feedback regarding whether or not a search was desired. Chancellor Reilly said there was an overwhelming consensus to move forward with a search. That recommendation was presented to the Board in which it was supported and approved to conduct a UNLV President Search.

Mr. Michael Ballew, Wheless Search and Consultants, provided an overview of how Wheless Search and Consultants will conduct the UNLV President Search which included information on the identification of qualified candidates, drafting the leadership profile, advertising and the timeline for hire. The aim is to have the final interviews scheduled by the end of March 2020.

Mr. Scott Watson, Wheless Search and Consultants, shared additional details regarding the candidate screening process.

Mr. Ballew noted that Wheless Search and Consultants is very driven in the search process to ensure that it presents a diverse candidate pool to all their clients.

Chair Lieberman commented that the Regent Committee members will be making the final decision on which candidate(s) will be recommended to the full Board for the UNLV President position; however, the Advisory members will offer feedback throughout the process which is critical in the selection of the final candidate(s).

Vice Chair Doubrava asked if the Committee must give direction to the Chancellor and Wheless Search and Consultants about the range of the finalists that will be brought back to the Committee. Chief of Staff and Special Counsel Gould said under the current item, it is appropriate to discuss the number of finalists the Committee would like to interview.

Chair Lieberman thought 2-5 finalists would be a good range as that number would capture a diverse candidate pool. He asked for the Committee to weigh in.

4. Information Only-President Search Process – Organization and Procedure –
(continued)

Mr. Greg McKinley, Community Member/Foundation Chair, asked historically, how many finalists were interviewed in previous UNLV President searches and on average of how many of the finalists withdrew once they learned their names would be made public.

Chair Lieberman answered for the last UNLV President Search, there were five finalists and only three were interviewed as two finalists withdrew their applications.

Regent Hayes clarified that for the previous UNLV President Search, there were five finalists and they did end up with three finalists; however, the final three candidates were not a part of the original five finalists. Regent Hayes added that in his experience there are usually 3-4 finalists. His recommendation for the finalist range is 2-5 candidates.

Chair Lieberman thought 3-5 finalists is a good range.

Chief of Staff and Special Counsel Gould said at times, for various reasons, the finalist pool may only end up with one candidate. He asked if there is a sense as to how the Committee would like to proceed if that issue were to arise. Chair Lieberman said he is more comfortable with 3-5 finalists; however, if the search firm and OML processes leave the Committee with only 1-2 candidates, that may be the reality the Committee will have to face at that time.

Regent Carvalho asked the search consultants how they would proceed, or what their recommendation would be, if there was only one qualified candidate. Mr. Watson answered that Wheless Search and Consultants errs on the side of inclusion. Issues that may cause candidates to withdraw are unforeseen and are always a risk in a search. Mr. Watson believed the 3-5 range is completely in reason. Currently, it is a candidate's marketplace which means there are more opportunities than candidates. He stated that Wheless Search and Consultants is fairly confident in obtaining 3-5 finalists.

Dr. Carol Harter, Community Member/President Emerita, asked if the Committee will only see the resumes and related materials for the finalists only. Chair Lieberman confirmed that the Committee will only view the finalists' resumes and the main reason for that is because of the OML requirements. President Emerita Harter said she agreed with the current process and shared some of her experience as a candidate in a previous UNLV President search.

Chancellor Reilly added that up until the point of selecting the finalists, all candidate names remain confidential in compliance with the OML which gives the Chancellor and search consultants some flexibility when selecting the final candidates to be interviewed by the Committee.

4. Information Only-President Search Process – Organization and Procedure –
(continued)

Mr. Michael Yackira, Community Member/Foundation Trustee, asked what the average tenure of a university president is. Mr. Ballew answered that it is about three years and added that is what Wheeler Search and Consultants has been seeing in the market for the past three years.

Mr. Watson reiterated it is a candidate's market which means there are more opportunities available and that could contribute to the reduced tenure timeline.

Chair Lieberman commented that the three-year mark for tenure is current and perhaps the average tenure for university presidents was longer in President Emerita Harter's time.

President Emerita Harter confirmed she was at UNLV for eleven years.

Mr. Peter Guzman, Community Member, expressed his thoughts on good leadership and the need for the next president to have plans to stay at UNLV long-term.

5. Approved-President Leadership Statement and Related Materials – The
Committee, advisory members and the search consultants reviewed a preliminary draft of the proposed leadership profile for the UNLV President Search. The Committee recommended approval of the proposed leadership profile, as revised to incorporate feedback received at the meeting, for review and final approval by the Chancellor (*Ref. UNLV PSC-5 on file in the Board Office*).

The Committee members offered the following comments and revisions to the draft President Leadership Profile:

- Include more highlights on student life.
- Add information on the amount of procurement activity and small business participation on the UNLV campus.
- Provide faculty and staff highlights.
- Stronger language related to the demonstration of commitment to diverse student, faculty and staff populations.
- Include data for undergraduate, graduate and professional students.
- Candidates must have a background at a research-intensive university and in research productivity.
- Candidates must have a long employment history at one institution.
- Include the complete list of athletics programs.
- Add data and highlights of professional schools, graduate programs and its successes.
- Emphasize the theme of diversity.
- Provide more information on student achievement and benchmarks.
- Add facts and information about UNLV fundraising.

5. Approved-President Leadership Statement and Related Materials – *(continued)*

- Include that UNLV is a designated AANAPISI, HSI and MSI institution.
- Highlight research scholarship and creative activity regarding graduate and professional work.
- Strengthen description of life in Las Vegas by including facts about location, school systems, professional sports and so forth.
- Emphasize that UNLV is a student-focused campus.
- Include long tenure as a preference.
- Include the UNLV Top Tier Initiative.
- Stronger language around criteria, accountability and proven track record regarding fundraising.
- Add as a job qualification the demonstration, commitment and experience of working with diverse populations.
- Add a one-page introductory summary that focuses on initiatives and actions that have taken place at UNLV over the past few years.
- Highlight the McCarran International Airport, Las Vegas Raiders Stadium and other noteworthy features in the community.
- Expand on shared governance.
- Include that UNLV works closely and collaboratively with its sister schools in Nevada under the NSHE umbrella.
- Mention the brand-new dorm and the changing residential environment at UNLV.
- Highlight UNLV Athletics championships.
- Add more information about UNLV's recognition as a top tier public university in research.
- The next President must have excellent mentorship skills and the ability to set clear plans/processes in place.

Chair Lieberman offered his feedback which entailed a focus on shared governance; UNLV staff, faculty, student, alumni and community engagement; the student experience; and the Top Tier Initiative. He believed those were vital components to the job description.

Regent Carvalho moved approval of the proposed leadership profile, as revised to incorporate feedback received at the meeting, for review and final approval by the Chancellor. Regent Hayes seconded. Motion carried.

Mr. Ken Evans, Community Member, asked in consort with the final document being prepared, will the final version of the leadership profile be distributed to the Committee Advisory members. Chancellor Reilly confirmed that the final version of the leadership profile will be sent to the entire Committee.

6. No Action Taken-Advertising Options – The Committee, advisory members and the search consultants discussed the advertisement and publications in which to place the UNLV President advertisement. Recommendations include: 1) *The Chronicle of Higher Education*, utilizing its Diversity Recruitment Distribution; 2) *Diverse Issues in Higher Education*; and 3) HigherEdJobs.

Mr. Ballew discussed the advertising options and process and encouraged the Committee to send in any advertising recommendations to Wheeler and Consultants. He noted that most responses to the advertisement will be received online.

7. Information Only-New Business – None.
8. Information Only-Public Comment – UNLV's Dr. Janis McKay, Faculty Senate Chair; Mr. Douglas Unger, English Professor and Creative Writing Coordinator; and Dr. Mary Croughan, Vice President for Research and Economic Development, emphasized the importance of the Search and finding an experienced and stable leader who will be committed to UNLV and the surrounding community/state of Nevada long-term.

Chair Lieberman thanked all the Committee members for their participation.

The meeting adjourned at 2:54 p.m.

Prepared by: Winter M.N. Lipson
Special Assistant and Coordinator to the Board of Regents

Submitted for approval by: Dean J. Gould
Chief of Staff and Special Counsel to the Board of Regents

Approved by the Board of Regents at its September 10-11, 2020, meeting.