

**BOARD OF REGENTS and its
ad hoc CHANCELLOR SEARCH COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**
System Administration, Las Vegas
4300 South Maryland Parkway, Board Room
Friday, November 22, 2019

Video Conference Connection from the Meeting Site to:
Truckee Meadows Community College, Reno
7000 Dandini Boulevard, Red Mountain Building Room 255/256
and
Great Basin College, Elko
1500 College Parkway, Berg Hall Conference Room

Regents' Committee
Members Present:

Mr. Kevin J. Page, Chair
Dr. Patrick R. Carter
Ms. Amy J. Carvalho
Mrs. Carol Del Carlo
Mr. Donald Sylvantee McMichael Sr.
Mr. Rick Trachok

Other Regents Present:

Dr. Jason Geddes, Chairman
Dr. Mark W. Doubrava, Vice Chairman
Mr. Sam Lieberman

Advisory Members
Present:

Dr. Kumud Acharya, DRI President
Dr. Marc A. Johnson, UNR President
Dr. Marta Meana, UNLV President
Mr. Bart J. Patterson, NSC President
Dr. Vincent R. Solis, WNC President
Dr. Federico Zaragoza, CSN President
Dr. Arnold Bell, CSN Faculty Senate Chair
Dr. Amanda Keen-Zebert, DRI Faculty Senate Chair
Mr. George Kleeb, GBC Faculty Senate Chair
Ms. Brigitte Glynn, NSHE Faculty Senate Chair
Ms. Anne Flesher, TMCC Faculty Senate Chair
Dr. Janis McKay, UNLV Faculty Senate Chair
Dr. Brian Frost, UNR Faculty Senate Chair
Dr. Robert Morin, WNC Faculty Senate Chair
Ms. Nicola Opfer, NSSA President
Ms. Alexandra Patri, SGA President
Ms. Hannah Patenaude, CSUN President

Advisory Members

Present: *(continued)*

Ms. Stephanie Molina, GPSA President
Mr. Anthony Martinez, ASUN President
Ms. Tamara Guinn, GSA President
Mr. Benjamin Miller, ASWN President
Ms. Crystal Abba, NSHE Academic & Student Affairs
Ms. Sherry Olson, NSHE Human Resources *(Ex-officio)*
Mr. Tom Gallagher, Community Member
Ms. Yolanda King, Community Member
Ms. Leslie L. Mujica, Community Member
Ms. Mary Beth Sewald, Community Member
Ms. Ann Silver, Community Member
Mr. Michael B. Wixom, Community Member

Advisory Members

Absent:

Ms. Joyce M. Helens, GBC President
Dr. Karin M. Hilgersom, TMCC President
Dr. Serge Ballif, NSC Faculty Senate Chair
Ms. Melanie Dodson, SGA President
Mr. Daniel Gutierrez, ASCSN President
Mr. John P. Desmond, Community Member
Dr. Rachakonda D. Prabhu, Community Member
Mr. Anthony L. Williams, Community Member

Others Present:

Mr. Dean J. Gould, Chief of Staff and Special Counsel to the Board
Dr. Thom Reilly, Chancellor
Dr. L. Jay Lemons, Academic Search
Mr. William F. Howard, Academic Search

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

Chair Kevin J. Page called the meeting to order at 9:00 a.m. with all Regents' Committee members present.

1. Information Only-Public Comment – None.
2. Information Only-Chair's Report and Introductions – Chair Kevin J. Page provided general remarks and updated Committee members on the chancellor search process. The Regents and advisory members of the ad hoc Chancellor Search Committee were introduced.
3. Information Only-Nevada Open Meeting Law – The Committee heard a presentation on the Nevada Open Meeting Law as it relates to the chancellor search procedure.

Chief of Staff and Special Counsel to the Board Dean J. Gould explained the purpose and intent of the Open Meeting Law is to ensure the business of a public

3. Information Only-Nevada Open Meeting Law – (continued)

body is transparent and that all deliberations occur at a public meeting. He asked Committee members to avoid discussing matters related to the search outside of a public meeting.

Chief of Staff and Special Counsel Gould stated the names and background information of the finalist candidates must be posted with the agenda of the meeting where they will be interviewed in order to give the public proper notice of who is being considered for the position. The search process is structured in a way that allows that information to remain confidential for as long as possible within the legal requirements of the Open Meeting Law.

4. Information Only-Chancellor Search Process: Organization and Procedure – Chair Kevin J. Page, Chief of Staff and Special Counsel to the Board Dean J. Gould and Search Consultants L. Jay Lemons and William F. Howard led a discussion on the chancellor 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, the selection of semifinalists for interview by the Committee Chair and the search consultants, the selection of finalists to be brought to the Committee for in-person interviews, arranging campus visits and making a recommendation or recommendations to the full Board of Regents (*Ref. CS-4 on file in the Board office*).

Dr. Lemons said he will be listening very carefully to the voices of the Committee members and he invited their comments on the draft leadership profile. Mr. Howard added that feedback from the Committee will also be important during their conversations with candidates.

5. Approved-Chancellor Leadership Profile and Related Materials – The Committee, advisory members and search consultants reviewed a preliminary draft of the proposed chancellor leadership profile (*Ref. CS-5 on file in the Board office*). The Committee approved directing the search consultants to revise the draft leadership profile incorporating feedback received at the meeting for review and final approval by the Committee Chair.

Committee members offered the following comments and revisions to the draft leadership profile:

- Expand section on business and industry and workforce development.
- Emphasize the need for strong administrative and management skills.
- Highlight the importance of building strong relationships with student leadership across the NSHE.
- Balancing the needs of the System with the needs of the institutions is a complex and important aspect of the position to get right.

5. Approved-Chancellor Leadership Profile and Related Materials – *(continued)*

- Of critical importance is having a chancellor who is politically savvy and can work extremely well with the legislature.
- Candidates should have strong, diverse and adaptive management skills; emphasize the importance of collaboration with community leaders at the state and local level.
- The expectation of progressive senior level administrative and academic experience in higher education is essential; sensitivity and commitment to distinctive missions is important; shared governance is a fundamental value and should be emphasized; the importance of an earned doctorate or terminal degree should be emphasized.
- Highlight all the great work the institutions are doing.
- Diversity among NSHE faculty, staff and administration is lacking and having a chancellor who is committed to improving those numbers and implementing cultural competency training for employees is important.
- Candidates should have a good understanding of Nevada and its culture, values, challenges and politics.
- Include a commitment to online delivery of education to the list of things the next chancellor must demonstrate and embrace; emphasize the importance of building a strong relationship with the faculty senates across the NSHE.
- Having a chancellor who understands the workforce and business needs of the community and is a champion for workforce development is critically important.
- Emphasize the connection to students and how the chancellor serves as an important resource for student leadership.
- Clarify that central office staff are located in Reno and Las Vegas and mention the need for extensive travel.
- The chancellor sets the tone and culture for NSHE; shared governance is fundamental.
- It is important to ask the candidates how accessible they would make themselves to students as the new chancellor and what new and/or creative outreach ideas would they initiate to reach future students.
- Emphasize advocacy, openness, an understanding of academia from the ground up, and the importance of serving as a champion for faculty, staff and students; the next chancellor should understand the broad differences in the universities and colleges that make up the System, the rural missions across the state, Nevada's rapidly changing demographics, and the importance of NSHE's relationship with the K-12 system, particularly as it relates to dual enrollment; the person should be a positive agent of change; the leadership profile should highlight the importance of advancing NSHE's goals of access and student success.

5. Approved-Chancellor Leadership Profile and Related Materials – *(continued)*

- Candidates should understand the academic environment, the various types of institutions across the state and the need for the institutions to have some autonomy; good communication and a willingness to reach are important.
- It is critically important that candidates understand Nevada and its unique needs and challenges, as well as the perceived political split between the north and the south; candidates should have experience leading complex organizations through change and developing and guiding a budget through the legislative process.
- Candidates must understand what it means to be a Minority Serving Institution and Hispanic Serving Institution, beyond just that it brings in grant money.
- Collaboration and communication with faculty senates should be emphasized.
- It is essential for candidates to understand the System is going through a period of change; the next chancellor needs to be someone who the Regents will listen to and respect, who understands faculty and students and who can guide the System through the process of change.
- Visibility of the chancellor across the state is important; shared governance should be spoken to very loudly.
- Clarify that the Board is responsible for the hiring and terminating of campus presidents.
- Ensure the candidates are aware of AJR5; with respect to advocating for higher education, add county commissions, city councils, K-12 and social services to the list of partners; clarify that the chancellor serves as a member of the governor's cabinet by invitation.
- Candidates should have the skillset and ability to function within the different power centers that exist in Nevada, be able to fashion a budget and compete for limited state funds and have the ability to command the respect of the institutions, constituencies across the state and the Board of Regents.

Regent Trachok moved approval of directing the search consultants to revise the draft leadership profile incorporating feedback received at the meeting for review and final approval by the Committee Chair. Regent Del Carlo seconded. Upon a roll call vote, the motion carried unanimously.

6. Approved-Advertising Options – The Committee, advisory members and search consultants discussed, and the Committee approved, the publications in which to place the position advertisement (*Ref. CS-6 on file in the Board office*).

6. Approved-Advertising Options – (continued)

Regent Trachok moved approval of the proposed advertising plan with the omission of print advertisements. Regent Carter seconded.

Chief of Staff and Special Counsel Gould stated that nominations for chancellor may be submitted to the search consultants. Chair Page shared Dr. Lemon's email address and noted that his contact information is also available on the NSHE chancellor search web page.

Motion carried.

7. Information Only-New Business – None.

8. Information Only-Public Comment – Dr. Arnold Bell, CSN Faculty Senate Chair, asked that a succession plan be created for the incoming chancellor. Dr. Lemons stated that Academic Search will work with NSHE to create an onboarding and transition plan.

Chair Page thanked the Committee and advisory members for their critical input.

The meeting adjourned at 10:37 a.m.

Prepared by: Keri D. Nikolajewski
Deputy Chief of Staff

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.