

**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, February 3, 2023

Video Conference Connection from the Meeting Site to:
System Administration, Reno
2601 Enterprise Road, Conference Room
and
Great Basin College, Elko
1500 College Parkway, Berg Hall Conference Room

Members Present:

Regents' Committee

Mr. Joseph C. Arrascada, Chair
Mrs. Amy J. Carvalho
Mr. Jeffrey S. Downs
Ms. Stephanie Goodman
Ms. Laura E. Perkins

Other Regents Present:

Mr. Byron Brooks, Chair
Mr. Patrick J. Boylan
Mrs. Susan Brager
Ms. Heather Brown
Mrs. Michele Cruz-Crawford
Mrs. Carol Del Carlo
Mr. Donald Sylvantee McMichael Sr.

Members Present:

Advisory Members

Ms. Clarissa Cota (*sitting in for Dr. Federico Zaragoza, CSN President Zaragoza*)
Dr. Vic Etyemezian (*sitting in for Dr. Kumud Acharya, DRI President Acharya*)
Dr. DeRionne P. Pollard, NSC President
Dr. Karin M. Hilgersom, TMCC President
Mr. Brian Sandoval, UNR President
Dr. J. Kyle Dalpe, WNC Interim President
Dr. Julian Smit (*sitting in for Ms. Tracy Sherman, CSN Faculty Senate Chair*)
Dr. Brittany Kruger, DRI Faculty Senate Chair
Mr. Ed Boog, NSHE Faculty Senate Chair
Dr. Eric Marchand, UNR Faculty Senate Chair
Ms. Natasha Anderson, NSHE Classified Council President
Ms. Chanikan Buntha, TMCC SGA President
Mr. Kevin Leon-Martinez, UNLV CSUN President

Members Present:

Advisory Members – (Continued)

Ms. Nicole Thomas, UNLV GPSA President
Ms. Sherry Olson, NSHE Human Resources (*Ex officio*)
Mr. Itay Dadon, Community Member
Dr. Marc A. Johnson, Community Member
Ms. Caroline McIntosh, Community Member
Dr. Marta Meana, Community Member

Members Absent:

Ms. Joyce M. Helens, GBC President
Dr. Keith E. Whitfield, UNLV President
Mr. Kevin Seipp, GBC Faculty Senate Chair
Dr. Christine Beaudry, NSC Faculty Senate Chair
Dr. Amy Cavanaugh, TMCC Faculty Senate Chair
Dr. Rhonda Montgomery, UNLV Faculty Senate Chair
Mr. Jim Strange, WNC Faculty Senate Chair
Ms. Yvette Machado, CSN ASCSN President
Mr. Zachary Stamp, GBC SGA President
Ms. Tessa Espinosa, NSC NSSA President
Ms. Dionne Stanfill, UNR ASUN President
Mr. Matthew Hawn, UNR GSA President
Ms. Suzanna Stankute, WNC ASWN President

Others Present:

Mr. Dale A.R. Erquiaga, Acting Chancellor
Mr. Andrew Clinger, Chief Financial Officer
Ms. Renee Davis, Interim Vice Chancellor, Academic and Student Affairs
Mr. James J. Martines, Chief General Counsel
Ms. Keri Nikolajewski, Interim Chief of Staff to the Board

Deputy Attorney General Joel Bekker was also in attendance.

Chair Arrascada called the meeting to order at 1:31 p.m. with all members present from the Regents' Committee. Chair Arrascada provided the Land Acknowledgement.

1. Information Only – Public Comment – None.
2. Information Only – Welcome and Opening Remarks – Chair Arrascada welcomed participants to the meeting, offered opening remarks, and introduced search consultants William R. Bryan, Ph.D., CEO, The Bryan Group, LLC, and Nora Behrens, The Bryan Group Program Director. (*Ref. CS-2 on file in the Board Office.*)

Dr. Bryan asked the members to write down two questions they would like answered during the presentation. Responses included:

- Why were you hired?
- How are you different from others?
- How often have you searched for a Chancellor?
- Have you done a professional search of this sort?
- What is your philosophy for in-state and out-of-state searches?

2. Information Only – Welcome and Opening Remarks – (Continued)

- Please define for us what you consider a successful recruitment strategy.
- Do you have experience incorporating soft skills into the desired qualities for candidates?
- What is the timeline for the search?
- How will you integrate compelling, diverse stakeholder views that are sometimes incongruent in identifying candidates for the Board to consider hiring for this role?
- Will you implement any blind search mechanism during this process?
- How will this person integrate with the culture and community of Nevada?

3. No Action Taken – Chancellor Search Process and Procedure – Dr. Bryan led a discussion on the chancellor search process, the advantages of using The Bryan Group and elements of the search, including proprietary tools and methods not available to other firms. In addition, the process is competency-based, resulting in significant bias reduction since selection is based on valid and measurable criteria. He also introduced the Guided Storytelling Interview (GSI) technique, providing accurate information about candidate competencies. *(Ref. CS-3 and Supplemental Material on file in the Board Office.)*

Regent Del Carlo entered the meeting.

In response to a question from Chair Arrascada about the difference from other search consultants and processes, Dr. Bryan responded that it was because of the behavioral science behind the operation, rigorous criteria, and guided storytelling.

Board Chair Brooks clarified that the screening process of applications included the due diligence to move the application forward. He asked about background checks. Dr. Bryan stated background checks are done once a candidate becomes a finalist.

In response to a question from Board Chair Brooks, Dr. Bryan shared his specific background in behavioral analysis.

NSC President DeRionne P. Pollard was interested to hear how Dr. Bryan will recruit potential candidates for the search since The Bryan Group is new to the higher education space. Dr. Bryan stated The Bryan Group uses the same tools other firms use to get the word out about a search and will gather input from others on who should be recruited.

Regent Perkins asked if Dr. Bryan knew the particulars of the Open Meeting Law. Dr. Bryan stated that Nevada has the strictest law anywhere. Deputy Attorney General Joel Bekker asked that they stay in contact with the Deputy Attorney General's Office to ensure the process is moving forward consistent with the Open Meeting Law.

In response to a question from Regent Boylan related to team building, Dr. Bryan responded that if you have the criteria correct for the organization, you will find the right person. The search committee will have to find the right level of detail for the requirements.

3. No Action Taken – Chancellor Search Process and Procedure – *(Continued)*

DRI Faculty Senate Chair Brittany Kruger asked if Dr. Bryan was confident that this process doesn't bias toward people who are uncomfortable with the process. Dr. Bryan stated that it is rare that after a candidate's first storytelling, they aren't comfortable. Instead, after a candidate is done, they usually say they are exhausted but have learned something about themselves. Reading a candidate's discomfort is a part of the process.

The meeting recessed at 2:30 p.m. and reconvened at 2:39 p.m. with all members present.

4. Information Only – Chancellor Leadership Profile – Dr. Bryan discussed the process of creating the chancellor leadership profile, including the capabilities and attributes of a candidate, a sample selection of performance criteria (leader chessboard), and the member's use of a performance criteria input exercise. Chair Arrascada asked the presidents to update their respective institutional information and return to Interim Chief of Staff Nikolajewski by February 10, 2023. Based on comments received during the meeting, the search consultants will amend the leadership profile and use the information provided to develop additional search materials for review and discussion at a future meeting of the Committee. *(Ref. CS-4 and Supplemental Material on file in the Board Office.)*

In response to a question from Regent Boylan related to who sets the criteria for the position, Chair Arrascada stated the Committee would set the requirements in collaboration with The Bryan Group. Board Chair Brooks added that the Board defined the position roles and responsibilities in the *Handbook*.

Acting Chancellor Erquiaga stated the Board approved revisions in December 2022 to the roles and responsibilities of the Chancellor in the *Bylaws*. It is the Committee's responsibility to update the leadership profile.

Interim Chief of Staff Nikolajewski called attention to the *Supplemental Material (Sample Selection Performance Criteria)* because that is the vehicle that The Bryan Group uses to get the Committee's thoughts and responses to develop the materials for approval.

Regent Cruz-Crawford entered the meeting.

Chair Arrascada asked Acting Chancellor Erquiaga to touch upon the five integral parts of being the Chancellor. Acting Chancellor Erquiaga stated the five characteristics that he has learned while on the job include 1) being politically savvy; 2) being a leader that can bring constituents along; 3) having administrative skills or point of view; 4) being grounded in how policies are created and implemented; and 5) student-focused view.

In response to a question from Regent Perkins related to the skillsets required for Presidents versus the Chancellor, Acting Chancellor Erquiaga responded Presidents are closer to the stakeholder constituency groups and must balance the institution's day-to-day.

4. Information Only – Chancellor Leadership Profile – (Continued)

Regent Goodman read into the record her top criteria for the Chancellor:

“Someone who is skilled in diplomacy, understands the needs of the System, is able to work with the business community, focus on education innovation, and be a strong advocate for NSHE institutions.”

Chair Arrascada believed he heard Acting Chancellor Erquiaga say that, generally, the position is an administrative job with diverse areas of expertise reporting to it. It requires leadership skills and the ability to manage the Board, the Presidents, and the Cabinet. The Chancellor is a visible person who can hold the System together through stewardship and impressive leadership.

Acting Chancellor Erquiaga stated he agreed with Chair Arrascada and Regent Goodman. He added to remember how diverse the System is by being able to show up in different spaces comfortably and recognize that not everyone has the same experience or needs. He recommended the Board find someone with the skillset to show up authentically, be welcoming and set a vision for the future.

Dr. Marta Meana asked for clarification on rating competencies. Dr. Bryan stated there would be three evaluations for each competency.

Regent Goodman stated she was initially skeptical because The Bryan Group has no background in higher education searches. Still, she believes this is a wonderful way to proceed and looks forward to working with The Bryan Group.

In response to a question from Regent Perkins whether this was an in-state or national search, Chair Arrascada responded it was an in-state search.

Regent Del Carlo asked when the decision was made to be an in-state search. Board Chair Brooks clarified that the Board had a robust discussion about what the search would look like, with a vote in December 2022 to begin inside the state of Nevada to ensure that the next person hired is familiar with the System and processes. If there were issues and they needed to cast a wider net, they would review at that time.

Regent Del Carlo did not recall the vote but remembered that Nevada candidates would be preferred.

Regent Carvalho appreciated Regent Del Carlo’s concern because she did not recall the Board’s discussion about an in-state search.

Chair Arrascada stated they would begin with an in-state search, and he is confident it will succeed.

Regent Perkins requested that the information be provided to all Regents. Board Chair Brooks offered that the information could be provided with the support of Interim Chief of Staff Nikolajewski.

4. Information Only – Chancellor Leadership Profile – (Continued)

Regent Del Carlo remembers information sent that a Nevada candidate and search firm was preferred, but she did not remember excluding anyone that was not from Nevada.

Board Chair Brooks stated he conferred with Interim Chief of Staff Nikolajewski that the vote occurred on December 2, 2022. Regent Geddes made a motion to commence a national, regional, in-state or other search for a permanent Chancellor and to hire a search consultant to assist a Regents' Chancellor Search Committee in the performance of the search, with Regent Perkins seconding the motion.

Board Chair Brooks stated that he would have the discussion reviewed and sent to the Board in the essence of time.

UNR Faculty Senate Chair Eric Marchand strongly encouraged the Board and Committee to consider a national search because there is a lot of national talent.

5. Information Only – New Business – None.

Regent Perkins left the meeting.

6. Information Only – Public Comment – None.

The meeting adjourned at 3:43 p.m.

Prepared by:

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Submitted for approval by:

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Approved by the Board of Regents at its June 9, 2023, meeting.