

**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

Thursday, March 16, 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. Patrick J. Boylan  
Mrs. Susan Brager  
Ms. Heather Brown  
Dr. Michelee Cruz-Crawford  
Mrs. Carol Del Carlo  
Mr. Donald Sylvantee McMichael Sr.

Members Present:

Advisory Members

Dr. Federico Zaragoza, CSN President  
Dr. Kumud Acharya, DRI President  
Dr. Amber Lopez Lasater (*sitting in for Dr. DeRionne P. Pollard, NSC  
President*)  
Ms. Tracy Sherman, CSN Faculty Senate Chair  
Dr. Brittany Kruger, DRI Faculty Senate Chair  
Ms. Natasha Anderson (*sitting in for Ms. Stacy Wallace, NSHE Classified  
Council President*)  
Ms. Chanikan Buntha, TMCC SGA President  
Ms. Dionne Stanfill, UNR ASUN President  
Ms. Sherry Olson, NSHE Human Resources (*Ex officio*)  
Mr. Itay Dadon, Community Member  
Ms. Caroline McIntosh, Community Member

Members Absent:

Advisory Members (Continued)

Ms. Joyce M. Helens, GBC President  
Dr. Karin M. Hilgersom, TMCC President  
Dr. Keith E. Whitfield, UNLV President  
Mr. Brian Sandoval, UNR President  
Dr. J. Kyle Dalpe, WNC President  
Mr. Kevin Seipp, GBC Faculty Senate Chair  
Dr. Christine Beaudry, NSC Faculty Senate Chair  
Mr. Ed Boog, NSHE Faculty Senate Chair  
Dr. Amy Cavanaugh, TMCC Faculty Senate Chair  
Dr. Rhonda Montgomery, UNLV Faculty Senate Chair  
Dr. Eric Marchand, UNR 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  
Mr. Kevin Leon-Martinez, UNLV CSUN President  
Ms. Nicole Thomas, UNLV GPSA President  
Mr. Matthew Hawn, UNR GSA President  
Ms. Suzanna Stankute, WNC ASWN President  
Dr. Marc A. Johnson, Community Member  
Dr. Marta Meana, Community Member

Others Present:

Mr. Dale A.R. Erquiaga, Acting Chancellor  
Mr. James J. Martines, Vice Chancellor and 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 9:00 a.m. with all members present from the Regents' Committee except Regent Downs. Regent Boylan led the Pledge of Allegiance and Chair Arrascada provided the Land Acknowledgement.

Regent Downs entered the meeting.

1. Information Only – Public Comment – None.
2. Approved – Minutes – The Committee recommended approval of the minutes from the February 3, 2023, meeting. (Ref. CS-2 on file in the Board Office.)

Regent Carvalho moved approval of the minutes from the February 3, 2023, meeting. Regent Perkins seconded. Motion carried.

3. Information Only – Review of Search Process and Timeline – Chair Joseph C. Arrascada introduced Dr. Bill Bryan and Nora Behrens from The Bryan Group, who provided a review of the NSHE Chancellor search process, including a progress report on activities completed to date and a provisional timeline of additional search milestones. *(Ref. CS-3 on file in the Board Office.)*

Regent Goodman asked if the Committee would know how many candidates would be interviewed. Dr. Bryan stated they are looking for at least 20 applications and from those six to eight for the short interview and two to three as potential finalists.

Regent Carvalho stated it is important that the Committee recommend the number of candidates that it would move forward as finalists. She recommended four candidates come forward to provide a diverse group of finalists. Dr. Bryan acknowledged four candidates if they were fully qualified.

Chair Arrascada confirmed that the national recruitment would start on Monday, with Dr. Bryan responding yes.

Regent Del Carlo agreed that four or more candidates are ideal. She also clarified that this is a national search.

TMCC President Karin M. Hilgersom stated that casting a wide net for this search is essential to get the best candidates.

Deputy Attorney General Joel Bekker cautioned that the discussion must be centered on the topic.

Regent Boylan asked if Acting Chancellor Erquiaga has a contract through December, why the Committee is rushing to have someone in place by July. Vice Chancellor and Chief General Counsel James J. Martines stated the intent of the timeline is to try and get a permanent Chancellor on board while the Acting Chancellor is still available to transfer knowledge. Acting Chancellor Erquiaga said the timeline allows for some overlap as he does intend to retire and will not be staying through the end of his contract.

WNC President J. Kyle Dalpe pointed out candidates will opt out at the last minute because they are in other searches.

Regent Carvalho summarized her understanding of the next steps in the search process including a brief survey that will be sent to the Committee after today's meeting requesting further input on competencies and Committee interviews of the final candidates brought forward by The Bryan Group in June. Finally, the Committee will make a recommendation to the full Board for its consideration. She believed a new Chancellor would need more than two weeks to transition.

In response to Chair Arrascada's question about the application deadline and when the additional survey would be provided, Dr. Bryan responded the application deadline is April 21, 2023, and the survey would be delivered within two days.

4. Approved – Chancellor Leadership Profile – The Committee recommended approval of the Chancellor Leadership Profile with the revisions offered during the meeting for review and final approval by the Committee Chair. (*Supplemental Material on file in the Board Office.*)

The Committee and advisory members reviewed a draft chancellor leadership profile and suggested the following revisions:

- Page 1, change the stock photo to something more representative of NSHE.
- Page 3, note there are northern and southern System Offices.
- Page 5, 5<sup>th</sup> bullet, pick another word instead of discipline.
- Page 7 (*supplemental material*), 1<sup>st</sup> bullet, change wording to the higher education system.
- Page 7 (*supplemental material*), 1<sup>st</sup> bullet, 10 years leading a complex organization.
- Page 7 (*supplemental material*), Want the new Chancellor to inspire others and grow their own ideas.
- Page 7 (*supplemental material*), Emphasize Professional Experience; **no candidate is expected to have all the experience listed.**
- Page 7 (*supplemental material*), 2<sup>nd</sup> bullet, consider that there are multiple pathways to Chancellorship that are equally effective in bringing talent to the table.
- Page 7 (*supplemental material*), Board scope qualifications for educational or corporate leaders.
- Page 7 (*supplemental material*), 6<sup>th</sup> bullet, remove.
- Page 8 (*supplemental material*), Professional Credentials, 2<sup>nd</sup> bullet, master's degree or higher.
- Page 8 (*supplemental material*), Professional Accomplishments, add qualifiers for education and corporate paths.
- Page 8 (*supplemental material*), Professional Accomplishments, 1<sup>st</sup> bullet, Chancellor sets the vision, tone, and culture.
- Page 9, Master Plan-Strategic Planning Framework, update language approved by the Board in February 2023.
- Page 11, Governance, include competencies of how the Chancellor deals with the 13-member body.
- Pages 4 and 11, Governance, expand to include the governance relationship with the Board of Regents.
- Page 12, update UNLV's fun fact to include the most diverse in the nation and youngest R1 institution.
- Page 12 and 13, update TMCC's fun fact and data.
- Page 17, update graphic for NSHE.

Regent Goodman recommended approval of the Chancellor Leadership Profile with the revisions offered during the meeting for review and final approval by the Committee Chair. Regent Downs seconded.

Interim Chief of Staff Nikolajewski clarified the motion.

Motion carried.

5. Approved – Advertising Options – The Committee recommended approval of the publications to place the chancellor advertisements, including those mentioned by the Committee and consultants. (*Ref. CS-5 on file in the Board Office.*)

Regent Perkins requested USA.gov be added to the list of advertising options.

Dr. Bryan stated advertising is a recruitment strategy. All stakeholders will receive a two-page flyer to network the chancellor position opening. Ms. Behrens added the NSHE and The Bryan Group websites will also be used to post materials. In addition, materials will be sent to The Bryan Group contact list and all social media outlets. Finally, a video will be created about the opening, encouraging people to apply or to make recommendations.

Regent Downs recommended approval of the publications to place the chancellor advertisements, including those mentioned by the Committee and consultants. Regent Perkins seconded. Motion carried.

In response to Chair Arrascada’s question about the next steps, Dr. Bryan stated they would respond to comments made today, make revisions, and then seek final approval from the Chair.

In response to a question from Regent Del Carlo related to open forum attendance, Chief General Counsel Martines stated he would be happy to send out guidance since the matter is not on the agenda.

6. Information Only – New Business – None.
7. Information Only – Public Comment – None.

The meeting adjourned at 10:39 a.m.

Prepared by: Angela R. Palmer  
Special Assistant and Coordinator  
to the Board of Regents

Submitted for approval by: Keri D. Nikolajewski  
Interim Chief of Staff  
to the Board of Regents

***Approved by the Board of Regents at its September 8, 2023, meeting.***