

Nevada System of Higher Education

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Memorandum

To: Board of Regents

From: John Valery White, Acting Chancellor

Date: June 2, 2017

Re: Search for Vice Chancellor of Community Colleges

As you likely know, the NSHE committed to hiring a Vice Chancellor for Community Colleges as far back as its September 2014 meeting, when it received a report on the recommendations of the interim committee created pursuant to Senate Bill 391 (Chapter 494, Statutes of Nevada 2013). That committee's final report of June 2014 made several recommendations, including creation of a "system within the system" with a standing committee on community colleges and local advisory boards, as well as the appointment of a Vice Chancellor for Community Colleges.

While the Board had created the Community College Committee and established the Institutional Advisory Councils for each campus, when I became Acting Chancellor, there had not been a formal appointment of a Vice Chancellor of Community Colleges. Vice Chancellor Woodbeck has been serving in that role on an interim basis (in addition to his other duties). My meetings with legislators who were involved in SB391 highlighted that they expected a search to take place and looked forward to the NSHE fulfilling the recommendations of the interim committee. Chair Trachok and then Vice Chair Wixom directed me to plan and conduct a search for the Vice Chancellor for Community Colleges.

Timing of the Search

I chose to launch the search for the Vice Chancellor for Community Colleges in the spring of 2017, largely to align it with the Chancellor Search and in hopes that the chancellor designee would have an opportunity to weigh in on the finalists. Though the search could have been conducted and concluded in the fall semester permitting the new Vice Chancellor to be available during the legislative session, the start of the Chancellor search would have meant that the appointment would have been made long before the Chancellor search had really started.

Planning of the Search

Searches for Vice Chancellors in the NSHE have been rare. Partly this is because of the stability in our ranks, leading to a tendency to promote from within where vacancies have occurred. In any case, a national search for a new position had little precedent at the system office and demanded a plan.

Drawing on my experience running and overseeing national searches during my time as Dean and Provost, I prepared a plan to guide the search, including a proposed timeline for launching the search and interviewing candidates. I shared the document with Vice Chancellor Woodbeck, who I asked to chair the search, and Board Chair Trachok to get feedback on the schedule and proposed committee to conduct the search. With their input and some minor modifications to the schedule I launched the search in late February.

Key components of the search plan consisted of having the search conducted by a representative committee who would screen applicants, conduct initial interviews, and select finalists to visit Las Vegas and Reno. During the candidates' visits to Las Vegas and Reno, candidates would interview with the presidents of the community colleges. As Acting Chancellor I always planned to rely heavily on the recommendation of the committee and on the input from the community college presidents (and of the chancellor designee).

The Search

I assembled a committee that consisted of both community members and diverse representatives from each of the Campuses. The initial committee consisted of the following:

Name	Affiliation
Frank Woodbeck, Chair	NSHE
Jane Nichols	Former Chancellor and Former TMCC Provost (among other positions)
Chester Burton	President, WNC
Jim New	TMCC Vice President for Business and Finance (Interim) and former TMCC Dean
Matt McCarthy	GBC IAC Chair
Dr. Juanita Chrysanthou	CSN Vice President for Student Affairs
Stavan Corbett	Community Member
Felicia Ortiz	Nevada State Board of Education
Manny Lamarre	Governor's Office of Workforce Innovation
NSHE Faculty Senate Designee	Cheryl Cardoza, Chair, TMCC Faculty Senate

Before applications were reviewed Dr. Chrysanthou resigned and was replaced with Dr. Hyla Winters, Interim Vice President for Academic Affairs at CSN. Soon after Ms. Ortiz and Mr. Corbett resigned; neither was replaced.

The Committee created a job announcement which was posted for three weeks. It reviewed and rated applications using Consensus software and utilized those ratings to determine a group of candidates to interview. On April 17 and 18 the committee conducted video interviews of 8 candidates. They deliberated and chose to invite four candidates for final interviews. Those interviews were conducted on May 10 and 11 in Las Vegas and Reno with a video connection to Elko. Each President met with the candidates and the candidates toured two of our campuses (CSN and TMCC). I interviewed all four candidates on May 11.

At the conclusion of interviews I met with the committee to receive their report on strengths and weaknesses of the candidates. I also received their recommendation of Nate Mackinnon as their unanimous preference. The Committee found all of the candidates to be very strong and thought any of them would do a great job. I spoke with each president and received their views on the candidates and their recommendations. The presidents had widely varying views of the candidates, though they all found the candidates strong. Consequently, I deliberated over the weekend and sought the presidents' input again after our agenda review on May 17. Hearing the recommendation of the committee and the thoughts of their colleagues, the presidents agreed that the committee had made an agreeable recommendation. With that understanding, I made an offer to Mr. Mackinnon and negotiated a deal which he accepted. The other candidates were informed of the search outcome.

Diversity Report

The search for Vice Chancellor for Community Colleges drew a robust pool. Forty-four of seventy-seven applications met the minimum qualifications by the application review deadline. Of the qualified forty-four, forty-three provided demographic information. Thirty percent (13) of the qualified pool who provided demographic information were women. Thirty-eight percent (16) were from minority groups with the following breakdown: ten African American (24%); one American Indian or Alaskan Native (2%); two Latino (5%); and three, two or more races (7%).

This pool produced the eight semifinalists interviewed by the committee. That group consisted of three women and five men. Two minority candidates were interviewed; an African American woman and a person listing two or more races. The four finalists consisted of one African American woman, another woman, and two white men.

Attachments: Agenda Item from September 2014 Board Meeting
2014 Letter to Legislators

BOARD OF REGENTS BRIEFING PAPER

1. Agenda Item Title: SB 391 Update and Summary of Actions Meeting Date: September 4-5, 2014

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

Senate Bill 391 (Chapter 494, *Statutes of Nevada 2013*) passed by the Nevada Legislature, established a committee to conduct an interim study concerning the governance structure of and funding methods for community colleges in Nevada. The measure also required the study committee to appoint two subcommittees, including the Subcommittee on Governance and Funding and the Subcommittee on Academics and Workforce Alignment. Each of these subcommittees was required to include one member of the Board of Regents appointed by the Board Chair. Regent Allison Stephens was appointed to serve on the Subcommittee on Governance and Funding and Regent Melcher was appointed to serve on the Subcommittee on Academics and Workforce Alignment.

The interim study committee met between January and June of 2014 and adopted a number of recommendations at its final meeting on June 17, 2014, including requests for several bill drafts for introduction during the 2015 legislative session. An update and summary of the interim committee's activities and actions are due to the Board.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

No specific actions are being recommended at this time. However, the discussion presented to the Board will include a summary of the SB 391 Committee's recommendations. Those recommendations include the following:

- Hire a Vice Chancellor of Community Colleges
- Create a "system within a system" to include a the creation of a standing committee for community colleges and local advisory boards
- Provide reports to the legislature in 2015 on the aforementioned actions and other requested areas

In the future, the Board may take specific action in regard to some or all of these recommendations. It should be noted that certain steps have already been taken to address issues related to the community colleges, including an ad hoc Committee on Institutional Service Areas and an ad hoc Community College Committee.

4. IMPETUS (WHY NOW?):

This is the first board meeting after the interim committee concluded its work. An update and summary of actions is appropriate.

5. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

There are no requests or recommendations at this time.

6. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

N/A

7. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

N/A

8. COMPLIANCE WITH BOARD POLICY:

- Consistent With Current Board Policy: Title # 4 Chapter # 1 Section # 8.6
- Amends Current Board Policy: Title # Chapter # Section #
- Amends Current Procedures & Guidelines Manual: Chapter # Section #

<input checked="" type="checkbox"/> Other: Informational only
<input type="checkbox"/> Fiscal Impact: Yes ___ No <u>X</u> ___
Explain: _____

MEMORANDUM

DATE: June 30, 2014
TO: Board of Regents
COPY: Chancellor Daniel J. Klaich
NSHE Presidents
NSHE Cabinet
FROM: Vice Chancellor Constance Brooks
RE: SB 391 Summary of Recommendations and Action Plan

The final meeting of the SB 391 Interim Study for Community Colleges took place on June 17, 2014. The recommendations approved by the committee will ultimately enhance our community colleges and their service to students and the community.

The following Action Plan is a listing of those recommendations with corresponding timelines for implementation. As noted below, three of the recommendations will become bill draft requests (BDR) for consideration during the 2015 legislative session.

Action Plan

1. Vice Chancellor of Community Colleges

Action:

- Chancellor to draft a position description
- Board of Regents to hire vice chancellor before the start of session

Timeline:

- Search to begin as soon as possible

2. System within a System

Action:

- Receive input from community college presidents and stakeholders
- Report to legislature before session begins
- Educate legislature, community groups and stakeholders on concept

Timeline:

- Completed by February 2, 2015

3. Standing Subcommittee on Community Colleges

Action:

- **Draft Charge completed July 23, 2014:**
 - **“The Board of Regents Standing Committee on Community Colleges shall advise the Nevada Board of Regents on community college issues; make recommendations to the Board of Regents and Chancellor on community college initiatives of statewide significance; and may be tasked with other duties by the Board of Regents.”**
- **Board Chair to create an ad hoc committee (action completed July 2014)**
- **Board of Regents to consider ad hoc committee becoming a permanent standing committee**

Timeline:

- **Completed by December 2014**

4. Local Advisory Councils

Action:

- **Draft charge completed July 23, 2014:**
 - **“The purpose of the local College Advisory Councils is to ensure the linkage of the college to the community it serves and to anticipate future regional educational trends. The Council will meet at least quarterly to advise the College President, the Vice Chancellor for Community Colleges, the Chancellor, and the Board of Regents Standing committee on Community Colleges on questions regarding operation of the college. The Council shall function and exercise the powers set forth by the Nevada Board of Regents.”**
- **Receive input from stakeholders**
- **Community college committee, chancellor and community college presidents to work with community and stakeholders to create list of members**
- **Committee, chancellor and presidents to determine mission and goals of the advisory board**

Timeline:

- **Completed by February 2, 2015**

5. Bill Draft Request for Need-Based Financial Aid - \$5M (SB 391 Committee BDR)

Action:

- **Work with LCB on drafting language**

Timeline:

- **BDR due by September 2, 2014**

6. Bill Draft Request for Workforce Development Rapid Response Investment Fund - \$6M (SB 391 Committee BDR)

Action:

- Work with LCB on drafting language

Timeline:

- BDR due by September 2, 2014

7. BDR for STEM Workforce Challenge Grant - \$3.5M (SB 391 Committee BDR)

Action:

- Work with LCB on drafting language

Timeline:

- BDR due by September 2, 2014

8. Programs Allowing High School Students to Earn College Credit

Action:

- Summary of existing programs from community college presidents
- Provide report to legislature

Timeline:

- Completed by February 2, 2015

9. Review of Advisory Boards

Actions:

- Executive Director Frank Woodbeck to provide report to legislature

Timeline:

- Report due by December 31, 2014

10. Self-Directed College Advising

Action:

- Proposal to USA Funds through the Governor
- Potential convening of college presidents and appropriate staff

Timeline:

- Report due to legislature by February 2, 2015

Nevada System of Higher Education

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November 24, 2014

Nevada State Legislature
Committee to Conduct an Interim Study Concerning Community Colleges
c/o Kelly S. Richard, Senior Research Analyst
Legislative Counsel Bureau
401 S. Carson Street
Carson City, NV 89701-4747

Via E-Mail: krichard@lcb.state.nv.us

Dear Committee Members:

When the committee adjourned earlier this year, the NSHE committed to addressing the concerns of the committee regarding the viability, stability and growth of our community colleges. On behalf of the Board of Regents and Chancellor Klaich, I'd like to provide a progress report to you, and let you know that on November 21, 2014 we reached a number of milestones that establish a platform for growth that will serve our communities, your constituents, for decades to come.

Our System Within a System is rapidly taking shape. The steps taken and now confirmed include:

- The appointment by Chair Kevin Page of an ad hoc Committee on Community Colleges, to expedite work toward elevation of our community college objectives. The committee is chaired by Regent Andrea Anderson, with Regent Kevin Melcher as Vice Chair. The committee is slated to become the Standing Committee on Community Colleges following ad hoc committee meetings on September 26 and November 21 to approve the committee charge, and make necessary changes in the Board of Regents Handbook, now scheduled for the first of two scheduled votes by the full Board of Regents on December 5, 2015 to codify the Committee. The second and final vote will occur on March 5, 2015.
- The establishment of locally empowered Institutional Advisory Councils at each of our four community colleges will be completed by December 31, 2014. The committee charge and framework were approved by the ad hoc Committee on November 21, following input being extensively solicited from stakeholders in the public and private sector of every community served by our colleges, large and small, urban and rural. We received some excellent suggestions which we included in the council charge. The nominees for each council, as recommended by the college president, and reflective of the community served by the college, were submitted by Chancellor Klaich to Chair Kevin Page. Chair Page has the final list of nominees and we expect letters of invitation will be drafted and sent to each nominee within the next week.
- The plan for the inaugural meetings of the four Institutional Advisory Councils was outlined to the ad hoc Committee on November 21, and will include the following:
 - The simultaneous opening of the four council meetings at 9 AM, February 4, 2015, highlighted by a video-conferenced address from Las Vegas by Dr. Walter Bumphus, President and CEO of the American Association of Community Colleges. Dr. Bumphus will visit from Washington for this event, and will give an overview of the role of community colleges in today's education and

workforce development environment, and the part our community stakeholders can and should play in the growth and development of community college service to constituents and employers. He will also take questions from our audiences.

- o Following the common video conference opening, individual meetings of the Councils will be hosted by our four college presidents, to welcome the members, address the challenges faced in each community, and explain how the members may engage with the college leadership. We would be happy to share the Institutional Advisory Council charge with you.
- The approval of the position description and plan for the Chancellor to create the position of Vice Chancellor for Community Colleges was ratified by the ad hoc Committee on November 21. The Vice Chancellor for Community Colleges will be granted broad latitude to oversee the System Within A System, and in collaboration with the various NSHE departments serving college administrations, faculty and students, be the primary advocate for the colleges with the Board of Regents and other stakeholders, including legislators. In addition, the Vice Chancellor will interact with the Institutional Advisory Councils, along with the College President, to achieve the progress that will best serve the community in which the college resides. The Chancellor has committed to completing this step as soon as practical. Of great importance to the committee, the Vice Chancellor was specifically charged to work with each of our institutions to ensure the most efficient and seamless transfer and articulation among our colleges and universities.

At the committee meeting, we were pleased to report that working together our colleges applied for and were awarded \$9,921.00 - virtually the maximum amount available under phase four of the Trade Adjustment grants. Future meetings of the committee will continue to focus on critical college issues such as our response to building the necessary skilled workforce for Tesla and all companies we attract to our State.

We think the prompt deliberations and actions of this committee, and the committee's commitment to efficient and effective solutions, are laudable, and by the results noted above, evidence that this legislative process served our citizenry very well. We deeply appreciate the light your work has shone on our colleges and pledge to continue the daily work that you started.

Sincerely,



Frank R. Woodbeck
Executive Director
Nevada College Collaborative