

Minutes are intended to note; (a) the date, time and place of the meeting; (b) those members of the public body who were present and those who were absent; and (c) the substance of all matters proposed, discussed and/or action was taken on. Minutes are not intended to be a verbatim report of a meeting. An audiotape recording of the meeting is available for inspection by any member of the public interested in a verbatim report of the meeting. These minutes are not final until approved by the Board of Regents at the June 2018 meeting.

**BOARD OF REGENTS and its
ad hoc CSN PRESIDENT SEARCH COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**
College of Southern Nevada, North Las Vegas Campus
3200 E. Cheyenne Avenue, June Whitley Student Lounge, E-130
Tuesday, February 20, 2018

Video Conference Connection from the meeting site to:
College of Southern Nevada, Charleston Campus
6375 W. Charleston Boulevard, Building E, Room 322
and
College of Southern Nevada, Henderson Campus
700 College Drive, Building C, Room 224

Members Present: Regents' Committee
Ms. Allison Stephens, Chair
Dr. Andrea Anderson
Dr. Patrick R. Carter
Dr. Mark W. Doubrava
Mr. Trevor Hayes
Mrs. Cathy McAdoo

Members Present: Institutional Advisory Members
Dr. Andrea Brown, Faculty
Ms. Hannah Brown, Community Member
Ms. Clarissa Cota, Administrator
Dr. Darin Dockstader, Faculty
Ms. Tamara Flores-Sahagun, Faculty
Mr. Eric J. Gilliland, Affirmative Action (*Ex-officio*)
Ms. Amy Hutchinson, Adjunct Faculty
Mr. Ryann Juden, Community Member
Ms. Nora Luna, Community Member
Ms. Maria Marinch, Administrator
Mr. Paul Moradkhan, Community/IAC Member
Ms. Kenia Morales, Community Member
Dr. Lisa Morris Hibbler, Community Member
Mr. Shaundell Newsome, Community/IAC Member
Mr. Alok Pandey, Faculty
Mr. Edgar Patino, Alumnus/Foundation Member
Ms. Sarah Renkes, Classified Staff Member
Ms. Astrid Silva, Community Member
Mr. Jose Solorio, Community/IAC Member
Dr. Tiffany Tyler, Community Member
Dr. Ricardo Villalobos, Administrator
Dr. Erin Windsor, Faculty
Mr. James York, Community/Foundation Member

Members Absent: Institutional Advisory Members
Mr. Ken Evans, Community Member
Mr. Peter Guzman, Community/IAC Member
Mr. Javier Trujillo, Community Member
Mr. Tommy White, Community Member
Ms. Elizabeth Zuniga, ASCSN President

Others Present: Dr. Thom Reilly, Chancellor
Mr. Dean J. Gould, Chief of Staff & Special Counsel to the Board
Mr. Nate Mackinnon, Vice Chancellor for Community Colleges
Dr. Margo Martin, Acting President, CSN

Dr. Jill Acree, Faculty Senate Chair, CSN, was in attendance.

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

Chair Allison Stephens called the meeting to order at 1:04 p.m. with all members present except Regents Anderson and McAdoo, and Advisory Members Mr. Ken Evans, Mr. Peter Guzman, Mr. Javier Trujillo, Mr. Tommy White and Ms. Elizabeth Zuniga.

1. Information Only-Public Comment – None.
2. Approved-Minutes – The Committee recommended approval of the minutes of the January 8, 2018, meeting. (*Ref. CSN PSC-2 on file in the Board office.*)

Regent Doubrava moved approval of the minutes from the January 8, 2018, meeting. Regent Hayes seconded. Motion carried. Regent Anderson and Regent McAdoo were absent.

Regent Anderson entered the meeting.

3. Information Only-Chair's Report – Chair Allison Stephens provided a report regarding the search process and related matters. Chancellor Thom Reilly provided a report regarding the process by which the search consultant was selected and introduced the search consultant.

Dr. Thom Reilly, Chancellor, discussed the search firm process including sending the RFQ to various search firms, evaluation of the various proposals submitted by the firms and the reasons that led to the selection of Wheless Partners. In regard to the Wheless Partners' proposal, Chancellor Reilly highlighted the verbiage of their commitment to fielding a diverse pool of applicants, the identified metrics of securing individuals with diverse backgrounds as presidents for higher education institutions, and their philosophy of conducting active searches.

Regent McAdoo entered the meeting.

4. Approved-President Search Process – The search consultant led a discussion on the president search process and specific search procedures. Based on the information presented, the Committee authorized the Chancellor and Wheless Partners to select and interview the semi-finalists, and to present 2-5 qualified finalists to the Committee.

Mr. Scott Watson, Wheless Partners, said they have worked on searches with the NSHE in the past and are honored to return to Nevada to assist with the CSN President Search. He discussed the clientele they serve and their strategy for high profile searches. They look forward to gathering information and insight from the Committee that will help with tailoring the search to find the right individual to lead CSN.

Mr. Michael Ballew, Wheless Partners, shared an overview with the Committee entailing the steps of the search process including candidate confidentiality, and the search documents and tools which will be utilized.

Mr. Alok Pandey, CSN Faculty, said CSN is comprised of a largely diverse student body. He expressed the importance of finding a leader who can properly represent and understand the needs of CSN's students, faculty and staff.

Mr. Pandey asked what kind of research has helped determine that advertisement generally does not work for recruiting the best candidates. Chair Stephens said they will take that as the first question under agenda item 6.

Mr. Jose Solorio, Community/IAC member, asked if the input of the Search Committee regarding potential candidates could be made as a recommendation to be sent to the full Board. For clarification, Chair Stephens asked Mr. Solorio if he is requesting the views of the Institutional Advisory Members be taken into consideration and included in the position profile. Mr. Solorio agreed.

Mr. Dean J. Gould, Chief of Staff and Special Counsel to the Board of Regents, addressed Mr. Solorio's question regarding the process of making a recommendation to the full Board. He explained that based on the input from the Search Committee, the Chancellor will be charged with working with the search consultants to make final adjustments, if any, to the leadership profile. All comments, especially those that are repeatedly emphasized, will be sent to the Chancellor and the consultants.

Dr. Andrea Brown, CSN Faculty, asked the consultants to describe their definition of "diversity." Mr. Ballew answered that in their candidate pool they look at diversity regarding race, gender, and personal and professional experiences. Their aim is to bring forward a group of candidates that represent various backgrounds, beliefs, and patterns of work that fit within the basic criteria provided by the organization. Wheless Partners also searches for individuals who are able to display their work within programs to increase and focus on diversity and inclusion with successful results.

As a follow up to Dr. Brown's inquiry, Chair Stephens asked the Committee to email particular definitions to Chief of Staff and Special Counsel Gould to be incorporated in the process as the Committee works with the consultants.

4. Approved-President Search Process – *(continued)*

Ms. Nora Luna, Community Member, asked Wheless Partners to expand on what a successful search is. Mr. Watson answered that in his time with Wheless Partners he has not experienced a failed search as to where the search committee felt they could not advance or make a job offer to any individual within the candidate pool. He believed their success has much to do with their portfolio approach and their unfettered accessibility to qualified candidates and intellectual capital.

Mr. Ballew commented that Wheless Partners is representing CSN as an extension of the NSHE in front of a national audience. He said their philosophy is they do not take a search unless they believe in what an organization is doing.

Dr. Tiffany Tyler, Community Member, asked if Wheless Partners could offer a few examples of candidates that were successfully identified based on criteria put forth by an institution. Mr. Watson answered that currently there seems to be an appetite for non-traditional candidates. He shared that in a chancellor search they are working on, the regents of that organization requested a pool of non-traditional candidates. Finding the individuals that have an appreciation for higher education, that come from a non-traditional background led Wheless Partners to pursue corporate leaders, geopolitical leaders, healthcare executives, etc. From this diverse slate, the organization has narrowed it down to three finalists.

Mr. Ballew added as another example they had a former client who requested candidates that could speak fluent Spanish as the organization was in an area where the population is 85 percent Latino. Wheless Partners took great time and care to seek out not only candidates who spoke Spanish, but also candidates who had an in-depth understanding and relatability to the community.

Dr. Tyler followed up by asking for an example of specific steps taken in the hiring processes for finding candidates that appropriately met the criteria of what an organization had requested.

Mr. Ballew referred to his last example and explained once they received the criteria from the organization, Wheless Partners researched candidates at universities in highly populated Hispanic areas, examined individuals within those organizations who had been successful in roles of contributing to their organization and community, and seemed capable of moving into a presidential position.

Chair Stephens asked Chief of Staff and Special Counsel Gould to weigh in on the next steps of the search.

Chief of Staff and Special Counsel Gould explained that the search process must be conducted outside of the Search Committee, as it is a public body, because of the Open Meeting Law, until the point is reached of bringing finalists to the Committee to interview. The finalists' names and CVs will be included on the next meeting's agenda. The immediate next step in the search process will be the Chancellor approving the final draft of the leadership profile. With that approval, Wheless Partners will begin

4. Approved-President Search Process – *(continued)*

advertising and reaching out to qualified candidates. Wheless Partners will find 8-10 semi-finalists to interview with the Chancellor. From the semi-finalists, Wheless Partners and the Chancellor will bring forward the appropriate number of finalists, as determined by the Committee, to be interviewed at the next meeting of the Committee.

Regent Doubrava moved approval to direct the Chancellor and Wheless Partners to select and interview the semi-finalists, and present 2-5 finalists to the Committee to be interviewed at the next scheduled meeting. Regent Carter seconded.

Regent Hayes offered a friendly amendment to bring 1-5 candidates before the Committee. He stressed to Wheless Partners to ensure all candidates know their names and resumes will be public information.

Regent Doubrava and the Committee discussed the friendly amendment proposed by Regent Hayes. Regent Anderson, Regent Carter and Regent McAdoo asked to keep 2-5 candidates as recommended by Regent Doubrava in the original motion. Regent Doubrava did not accept the friendly amendment.

Motion carried.

5. Approved-President Leadership Statement and Related Materials – The Committee, advisory members and the search consultant reviewed a preliminary draft of the proposed leadership profile for the CSN President Search. The Committee approved revisions to the proposed leadership profile, based on comments received at the meeting, and authorized the Chancellor to give the final review and approval.
(Ref. CSN PSC-5 on file in the Board office.)

Mr. Pandey suggested the following revisions to the leadership profile: (1) include that CSN has adopted a multi-district model; (2) note that CSN is not a typical community college as the institution offers baccalaureate degree programs; (3) emphasize that academic freedom and shared governance is critically important to the CSN community – it would not be beneficial to have a new leader implement their own definition of shared governance which may not be in line with how CSN defines it; (4) include that CSN is seeking a president who is student-oriented and academic-minded; and (5) the leader of CSN should have a Ph.D.

In response to Mr. Pandey's proposed Ph.D. requirement, Mr. Ballew suggested not including that educational requirement for the purpose of creating a larger pool of qualified candidates.

Ms. Sarah Renkes, CSN Classified Staff Member, recommended adding universal design in the CSN classrooms. Universal design allows equal access to every student regardless of whether or not they have a disability, and it addresses issues from students with disabilities not receiving the proper amount of support or education in the classroom.

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

Mr. Solorio believed the ideal candidate will have experience in meeting the community's business, employment and career needs with success in achieving student success and appreciating the role of instructors and staff as a team. The new CSN President should have experience with working in a political environment to increase funding and working with local K-12 partnerships. Mr. Solorio added the leader of CSN should have experience with working in an environment with a high Latino population. Chair Stephens asked Mr. Solorio to email his suggestions to Chief of Staff and Special Counsel Gould.

Dr. Tyler underscored a leader who has a philosophical and demonstrative professional commitment to personalized student learning, an understanding of the role of equity in education, urbanicity and regionality and how that is incorporated in the local community, commitment to community partnerships, understanding the role of CSN within the larger educational landscape in southern Nevada and being familiarized with the nuances of helping each student access, effectively engage and transition to other institutions in the community.

Dr. Ricardo Villalobos, CSN Administrator, requested adding that the leader should be someone who has a deliberate focus on the economic developmental demands of southern Nevada.

Mr. James York, Community/Foundation Member, shared his appreciation of the inclusion that the new president should be able to forge and maintain partnerships with local business in the leadership profile.

Ms. Astrid Silva, Community Member, highlighted recruitment and retention of first-generation students.

Ms. Clarissa Cota, CSN Administrator, asked to include more specificity for the type of diversity found within the southern Nevada community. She also asked for more alignment between the two sections: "Personal Attributes" and "Key Attractive Elements to the Role." She believed the president profile should encourage people to apply who are interested in seeing through some of the long-term initiatives already in place by CSN. Ms Cota added that "success" should be more clearly defined as the profile is requesting the new leadership recognize and reward success.

Dr. Darin Dockstader, CSN Faculty, would like to see explicit mention of the transfer curriculum included, along with student success.

Ms. Tamara Flores-Sahagun, CSN Faculty, asked to see the multi-campus district model clearly defined in the profile, along with a requirement for experience with working in and/or transitioning into that model.

Mr. Eric J. Gilliland, Affirmative Action (*Ex-officio*), would like to include a detailed description of the history of the location of the CSN campuses. He believed having a business-minded leader is crucial and would also like to keep the minimum educational

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

requirement at a master's degree.

Ms. Amy Hutchinson, Adjunct Faculty, added that an important note to include is experience with meeting workforce demands by creating curriculums that will connect the students with jobs in southern Nevada.

Ms. Luna thought it was important for the candidates to have teaching experience and to have a terminal degree.

Ms. Maria Marinch, Administrator, said the profile should include a commitment to lifelong learning.

Ms. Kenia Morales, Community Member, thought the information regarding HSI designation, size of the campus and types of students CSN serves should be on the front page of the profile. For location, include the school districts, other universities, climate, etc. She said it is important to emphasize the focus and engagement with students and community partnerships.

Regent Hayes expressed his support of making the minimum degree level a master's degree, emphasizing the diversity in the community, requiring experience with workforce development and certificate programs, and listing what type of successes in the respective areas that the CSN community would like to see.

Ms. Hannah Brown, Community Member, said the new CSN leader should be academically strong, with experience in working with a diverse college campus, and have the capability to connect education and the workforce.

Dr. Lisa Morris Hibbler, Community Member, discussed the importance of partnerships with pre-K-12.

Regent Anderson believed it would be a disservice to CSN to limit to candidates to having a Ph.D. and/or teaching experience. Many highly qualified candidates could be overlooked with those restrictions in place.

Regent Carter recommended mentioning the Henderson campus in the locale section of the profile. He also recommended adding that the new president will work to forge partnerships and maintain successful relationships with the other NSHE institutions.

Regent Doubrava and Regent McAdoo thanked the Regents and the Institutional Advisory Members for their critical input.

Regent Anderson moved approval of the proposed leadership profile, as revised to incorporate comments from the meeting, to be approved by the Chancellor. Regent Hayes seconded. Motion carried.

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

Regent Hayes left the meeting.

6. No Action Taken-Advertising Options – The Committee and advisory members, along with the search consultant, discussed the advertisement and publications in which to place the CSN President advertisement.

Mr. Solorio suggested including verbiage in the ad to have mid-managers in the community college environment refer potential applicants.

Mr. Gilliland recommended expanding the advertisement list to include online publications targeted toward veterans and individuals with disabilities.

Mr. Ballew responded that in *The Chronicle of Higher Education* the distribution that Wheless Partners does includes veterans and those with disabilities; however, they will take a look at other similar publications to add to the list.

Chair Stephens said they would like to be as inclusive as possible and if other target groups come to mind, Wheless Partners can include those groups on the list.

Ms. Morales added advertising on the local Nevada-specific networks.

Ms. Luna suggested posting on some of the social network sites specifically for higher education. She will email examples to Chief of Staff and Special Counsel Gould.

Ms. Cota said she will prepare a list of associations in higher education that represent the listed demographics.

Mr. Solorio suggested advertising to the Spanish Scholarship Fund. He will provide the information of the organization.

7. Information Only-New Business – Mr. Solorio noted that a question he asked at the January 8, 2018, meeting was reflected in the minutes as a statement instead of a question.

8. Information Only-Public Comment – None.

The meeting adjourned at 2:37 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