



## Nevada System of Higher Education Board of Regents

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### MEMORANDUM

**TO:** Board of Regents  
**FROM:** Cathy McAadoo, Chair  
**DATE:** June 1, 2022  
**SUBJECT:** Vacancy in the Office of Chancellor

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In accordance with NSHE Code, Title 2, Chapter 1, Section 1.5.3(d), “the Chair of the Board shall recommend to the Board the appointment of an acting or interim Chancellor. Prior to making the recommendation of an acting or interim Chancellor, the Chair of the Board shall first meet with major constituencies of the NSHE, including presidents and faculty senate chairs, to receive their suggestions and input for the appointment of an acting or interim Chancellor. Additional constituencies may include, but are not limited to, provosts, vice presidents, faculty and other institution staff, vice chancellors and other system staff, student leadership, institution advisory board members, foundation trustees, community and legislative representatives.”

Starting in early April, I held several meetings and conversations with NSHE stakeholders including the Council of Presidents, Council of Faculty Senate Chairs, System Administration staff, and Board staff to receive their input and suggestions concerning an acting or interim Chancellor.

Officer in Charge Crystal Abba held a student leadership meeting and informed the students of the process defined by NSHE Code. On my behalf, she extended an invitation for our student leaders to contact me and share their thoughts. I received input from one student leader as a direct result of this invitation.

Throughout the months of April and May, I continued to receive input on the qualifications, skills, and expertise that faculty, staff, presidents, provosts, students, and community members felt were important criteria for candidate selection. Common attributes identified included experience working with the Nevada Legislature and managing a large, complex budget; an understanding of the educational issues facing Nevada; and a consensus builder and unifier. Upon consideration and evaluation of the input received, I am recommending that the Board of Regents consider the appointment of Dale A.R. Erquiaga as acting Chancellor of the NSHE. His resume is attached for your review.

I want to thank each and every person who aided this process by sharing their valuable time, ideas, and perspectives.

# Dale A.R. Erquiaga

## Personal Profile

Successful administrator, strategist, policymaker, and communicator with 35 years of experience in business, government, and nonprofit organizations. In-depth knowledge of public policy process, strategic planning, and organizational leadership. Demonstrated history of converting raw data into useful knowledge and managing large projects and organizations. Experienced brand manager with proven record in public advocacy, stakeholder engagement, and relationship-based fundraising. Successful facilitator and team-builder with excellent oral and written communication skills and a history of motivating teams to reach measurable outcomes.

### MANAGEMENT & ADMINISTRATION EXPERIENCE

- ◆ Managed the nation's largest and most effective dropout prevention program; served in state government cabinet-level positions; worked with governing boards and elected officials at many levels; supervised all day-to-day operations of private, public, and non-profit organizations.
- ◆ Directed senior staff efforts to implement change management, relationship building, efficiency efforts, and communication strategies.
- ◆ Prepared, monitored, and evaluated organization and program budgets ranging from \$100,000/year to \$7.3 billion biennial state budget.

### STRATEGIC COMMUNICATIONS EXPERIENCE

- ◆ Authored complex reports for senior management, elected officials, and nonprofit governing boards on topics related to change management, public participation, and policy outcomes.
- ◆ Served as lead spokesperson and speechwriter for elected officials, board chairs, and CEOs; crafted and delivered messages for speeches, earned media, and advertising campaigns.
- ◆ Conducted primary and secondary research on public policy, philanthropy, and marketing communications challenges; designed brand platforms; evaluated programs and services resulting in increased brand awareness, earned income, and customer contacts.

### POLICY DEVELOPMENT EXPERIENCE

- ◆ Served as senior policy advisor and strategist in the Office of the Governor, responsible for overall policy development and strategic planning, emphasis on education, economic and workforce development.
- ◆ Developed and implemented strategic plans, public advocacy campaigns, and capital campaign feasibility studies; translated national and regional data and research into scalable and actionable local programs.
- ◆ Worked with CEOs, nonprofit board members, elected officials, and diverse staff teams to research and develop policy positions, issue papers, and legislative agendas.
- ◆ Served as chief liaison to bipartisan national policy organizations, think tanks, foundations, and federal, state, and local governments; negotiated positive legislative action across political lines.

## Employment History

### Kenny Guinn Center for Policy Priorities

Executive Director

January 2022 to date

*Serve as the organizational leader responsible for oversight of policy research and development, fiscal management, fundraising, and integration of the Guinn Center into the University of Nevada, Reno.*

### Sage & Bristlecone Consulting

Owner

April 2020 to December 2021

*Provided communications, project management, and strategic consulting services to clients primarily in the public education sector. Included service as a Senior Fellow with Project Evident.*

### University of Nevada, Las Vegas

Part-time Instructor, College of Education

January 2021 to July 2021

*Served as instructor and internship facilitator for two courses in the Education Leadership program.*

# Dale A.R. Erquiaga

## **Communities In Schools**

President & CEO and Visiting Fellow  
October 2016 to October 2020

*Directed the national office and federated network; nonprofit administration/budgeting, board management, fund development, strategic planning. Oversaw creation of new strategic plan, expanded service by more than 100,000 students, and raised over \$110 million. Continued work as Visiting Fellow for six months to ensure smooth transition for new CEO and assist program staff in researching/developing innovative products and services.*

## **Office of Nevada Governor Brian Sandoval**

Chief Strategy Officer  
2015 to 2016

*Responsible for statewide strategic planning and policy development, with emphasis on connecting K-12 education reforms to postsecondary education in support of economic and workforce development initiatives. Shared overall budget development and agency oversight responsibilities with chief of staff.*

## **Nevada Department of Education**

State Superintendent of Public Instruction  
2013 to 2015

*Served as Nevada's 27<sup>th</sup> state superintendent, managing constitutional and statutory functions related to public K-12 education, early learning, and private school oversight. Designed and led advocacy for education reform and funding efforts, including funding for English language learners and children in poverty, literacy programs, safe and respectful learning environments, college and career readiness, and educational technology.*

## **Interim CEO and Consultant**

Self-employed  
2012 to 2013

*Provided interim CEO services to clients including Arizona Humane Society and Roosevelt Row Community Development Corporation; provided strategic and cultural planning services to government agencies and nonprofits including Mountain Park Health Center and arts organizations in Alaska and Hawaii.*

## **Office of Nevada Governor Brian Sandoval**

Senior Advisor  
2010 to 2012

*Served a combined role as Senior Policy Advisor and Communications Director, responsible for all policy development and oversight of the communications office. Emphasis on education policy. Served as the Governor's primary spokesperson and speechwriter from transition through second year in office.*

## **Clark County School District (Las Vegas)**

Executive Director, Government Affairs, Public Policy & Strategic Planning  
2009 to 2010

*Responsible for community outreach for superintendent and elected board of school trustees in the fifth largest school district in America; oversight of strategic planning; charged with development of strategies to identify best practices in serving disadvantaged communities; legislative and local government relations.*

## **Get Consensus, LLC**

Principal  
2006 to 2009

*Managed independent consultancy based in Arizona (with clients in five western states) specializing in strategic planning, communications, organizational change, and management training. Additional expertise in large and small public group facilitation, as well as message development for return on investment and policy initiatives.*

## **R&R Partners, Inc.**

Vice President and Managing Director  
1999 to 2006

*Responsible for staff supervision, business generation, and strategic development for the largest advertising, public relations, and public affairs firm in the Intermountain West; served as director of Arizona office.*

# Dale A.R. Erquiaga

## **Nevada Department of Museums, Library and Arts (Cultural Affairs)**

Director

1999

*Cabinet-level appointee of Governor Kenny Guinn; responsible for overall administration of state agency focused on cultural and historic resource management, grant-making, and community development through arts and literacy.*

## **The Howard Hughes Corporation**

Director of Marketing

1997 to 1999

*Led marketing communications and corporate communications for largest real estate developer in Las Vegas; included community development work in America's largest master-planned community.*

## **Nevada Secretary of State's Office**

Chief Deputy Secretary of State

1991 to 1997

*Directed overall administration of functions related to elections, corporate filings, notary appointments, and securities law; promoted from previous position as deputy secretary for elections; served two secretaries of state.*

## **American Red Cross, Sierra Nevada Chapter**

Chapter Manager

1989 to 1991

*Served as administrator of non-profit organization dedicated to disaster and health services; promoted from previous position as fund development and public relations manager.*

## **Nevada Society of Certified Public Accountants**

Education and Information Officer

1987 to 1989

*Responsible for public and member communications, as well as management programming for a continuing professional education foundation.*

## **The White House Conference on Small Business**

Press Support Specialist

1985 to 1986

*Served as media relations representative for government conferences throughout the United States; speechwriter and copy editor for Conference and White House officials.*

## **Education**

- ◆ GRAND CANYON UNIVERSITY – PHOENIX, AZ  
**Master of Science, Leadership – 2009**
- ◆ UNIVERSITY OF NEVADA, RENO  
**Bachelor of Arts, Political Science – 1985 (With Distinction)**
- ◆ PAHARA INSTITUTE  
**Pahara-Aspen Education Fellow - 2017 to 2019**
- ◆ RESULTS FOR AMERICA  
**Nonprofit Fellow - 2016 to 2018**

## **Selected Presentations and Publications (Partial List)**

- ◆ *Three Wives' Tales* – novel published 2022; winner of the UNIVERSITY OF NEVADA, RENO, and BOISE STATE UNIVERSITY Basque Writing Contest
- ◆ CLINTON SCHOOL OF GOVERNMENT – Speaker, October 2019
- ◆ GEORGE W. BUSH PRESIDENTIAL LIBRARY – Speaker, May 2019

# Dale A.R. Erquiaga

- ◆ NATIONAL COUNCIL OF JUVENILE AND FAMILY COURT JUDGES – Conference Faculty, February and July 2017
- ◆ ASPEN INSTITUTE EDUCATIONAL EQUITY WORKSHOP – Participant, July 2016
- ◆ U.S. DEPARTMENT OF EDUCATION – Speaker, “Pay-for-Success Feasibility Study,” June 2016
- ◆ ARIZONA STATE UNIVERSITY, TECHNOPOLIS – Speaker, “Branding for Sustainable Markets,” November 2006
- ◆ NEVADA HISTORICAL SOCIETY QUARTERLY (WINTER, 2005), “Special Interests Run Amuck” – Coauthor with Patty Cafferata
- ◆ FROM NEVADA TO CONGRESS, AND BACK AGAIN (2005), MEMOIRS OF CONGRESSWOMAN BARBARA F. VUCANOVICH, University of Nevada Press – Editorial Assistance
- ◆ POLITICAL HISTORY OF NEVADA, 10<sup>TH</sup> EDITION (1997) – Editor

## **Civic Involvement (Partial List)**

- ◆ RESULTS FOR AMERICA  
State Standard of Excellence Advisory Committee Member, 2019 to date
- ◆ SEARCH INSTITUTE  
Board Member, 2020 to date
- ◆ PBLWorks/BUCK INSTITUTE FOR EDUCATION  
Board Member, 2017 to date
- ◆ KENNY GUINN CENTER FOR POLICY PRIORITIES  
Board Member, 2019 to 2021
- ◆ CENTER FOR BASQUE STUDIES, UNIVERSITY OF NEVADA, RENO  
Advisory Board Member, 2011 to 2021
- ◆ NEVADA HUMANITIES  
Board Member, 2015 to 2017
- ◆ WESTERN STATES ARTS FEDERATION (WESTAF)  
Trustee/Chair, 2005 to 2012
- ◆ ARIZONA CITIZENS/ACTION FOR THE ARTS  
Member/Vice President, 2006 to 2009
- ◆ NATIONAL MUSEUM OF ORGANIZED CRIME (MOB MUSEUM)  
Member, 2005-2009
- ◆ LAS VEGAS ARTS COMMISSION  
Member/Chairman, 2002-2005