

NSHE CHANCELLOR LEADER PROFILE INPUT EXERCISE

Overview

There are four types of leadership profiles that will be employed in this search:

1. The *Leadership Profile* created by the NSHE Office.
2. A two-page position description brochure that will be generated from the information in “1” above.
3. A set of selection criteria that includes detailed, valid, and measurable high priority position Roles, Competencies, and Leadership Styles. It also includes position failure factors, i.e., attributes that will guarantee failure in the position.
4. An updated position description that incorporates the selection criteria.

The input you provide below will inform all four of the profiles described,

Exercise I: NSHE/NV higher education system challenges.

- Describe below the top challenges faced by NSHE and the higher ed system. Feel free to list as many as you see important and feel free to elaborate.

Exercise II: Chancellor goals.

- Describe below what you feel the top goals of the Chancellor should be for the first year and then years 2 & 3. Feel free to elaborate.

YEAR ONE:

YEARS TWO & THREE:

Exercise III: Desired qualifications.

- Taking into account your knowledge of the Chancellor position and your responses above, provide the requested information in each of the three columns.

Desired Experience	Desired Accomplishments	Desired Credentials

Exercise IV: Critical contacts.

- People usually think about their jobs in two ways, i.e., what tasks, duties, and responsibilities I must demonstrate well, and what relationships are most important for me to manage well.
- Please describe below which relationships will be most critical for the new Chancellor to establish and manage very well.

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Exercise V: Identifying Role and Competency priorities.

- Two charts are provided below, the first is a list of **Roles** and the second is a list of **Competencies** that are typical of senior leaders to include Chancellors.
 - Roles are mini-position descriptions that describe the different hats the position incumbent must wear well at different times to be successful.

- Competencies are the knowledge, skills, talents, and/or dispositions required to execute the Roles at a high level.
- Feel free to add items to the end of each list if feel any Roles or Competencies were not listed that are important for the Chancellor position.

ROLE PRIORITIZATION

- First, read through the Roles and rate them in terms of your view of importance for the new Chancellor. Provide each one with an A, B, or C rating. It may appear to you that most of them are “A’s,” but please try to differentiate your priority ratings as much as possible.
- Second:
 - Identify three Chancellors you know/have known (living or deceased) each of whom demonstrate/demonstrated a different level of performance, i.e., **RM** (Role Model), **C** (Competent/Average), and **NI** (Needs/Needed Improvement regardless of the cause).
 - If you can’t think of a Chancellor for each level of performance, think of a senior higher ed leader you have known that fits the performance category.
 - Keep these same three in mind as you go through both the Role and Competency exercises.
- Third:
 - For those Roles you rated A, do the following:
 - Read the Role and place an X in the column of the **RM**, **C**, or **NI** Chancellor if he or she demonstrated the Role well when required. In some cases, all three will have an X and in other cases none will have an X. At the end of the exercise, you will probably find the RM having more Xs than the C, and both the RM and C having many more Xs than the NI.
 - When we compile the data from everyone providing input, it will allow us to see which of the roles are the real top performer differentiators. Of particular note are those Roles where the number of Xs between the RM and C are very different, with the RM showing many more Xs on a particular Role than the C.

ROLES	RATING A, B, or C	RM	C	NI
• Administrator				
• Champion				
• Change Agent				
• Climate Manager				
• Communicator				
• Community Engager				
• Conflict Manager				
• Coordinator of Work-Force and Economic Development				
• Consensus Builder				
• Contracting Officer				
• Crisis Manager				
• Culture Builder				
• Decision-Maker				
• DEI Leader				
• Entrepreneur				
• EPSCoR Administrator				

ROLES (cont'd)	RATING A, B, or C	RM	C	NI
• Financial Administrator				
• Influencer				
• Innovator				
• Integrator				
• Instructor				
• Leader				
• Mediator				
• Mission Promoter				
• Negotiator				
• NSHE Advocate				
• Partnership Builder				
• Performance Manager				
• Policy Developer				
• Politician (positive)				
• Researcher				
• Resource Manager/Optimizer				
• Results Driver				
• Revenue Generator				
• Standards Bearer				
• Strategic Planner				
• Talent Manager				
• Team Builder				
• Team Leader				
• Values Bearer				
• Visionary				
•				
•				
•				
TOTAL Xs				

COMPETENCY PRIORITIZATION

Follow the same instructions you employed for prioritizing Roles. Use the same three RM, C, and NI individuals you used in the Role exercise. Once again, feel free to add items you feel were missed.

COMPETENCIES	RATING A, B, or C	RM	C	NI
• Active Listening				
• Adaptability & Flexibility				
• Big Picture Orientation				
• Building Trust & Credibility				
• Calculated Risk-taking				
• Change Leader				
• Collaboration Skills				
• Communicating				
• Compassion				
• Community Engagement				
• Compelling Vision				
• Concern for the Well-Being of Others				

COMPETENCIES (cont'd)	RATING A, B, or C	RM	C	NI
• Cool Under Fire				
• Coordinating				
• Courage				
• Creativity				
• Crisis Management				
• Cultural Sensitivity				
• Data-Based Decision-Making				
• Design thinking				
• Diagnostic Skills				
• Diplomatic/Tactful				
• Emotional Intelligence				
• Emotional Maturity				
• Empowering				
• Enthusiastic				
• Entrepreneurial Spirit				
• Financial Acumen				
• Forward Thinking				
• Functional Expertise				
• Goal Setting				
• Good Judgment/Common Sense				
• High Standards				
• Influence Fluency				
• Initiative/Proactivity				
• Innovative				
• Integration Skills				
• Integrity				
• Knowledge of the Higher Ed Ecosystem				
• Leader Self-Image				
• Leadership				
• Mediation Skill				
• Motivating/Inspiring				
• Multitasking				
• Negotiation Skill				
• Objectivity				
• Optimistic				
• Passion for the Work				
• Penetrating Insight				
• Planning and Organizing				
• Political Savvy				
• Positive Expectations				
• Practical/Pragmatic				
• Problem Solving				
• Professionalism				
• Realistic Expectations				
• Relationship Building				
• Resilience				
• Respect				

COMPETENCIES (cont'd)	RATING A, B, or C	RM	C	NI
• Results Focus				
• Self-Confidence				
• Sense of Urgency				
• Service Orientation				
• Social Agility				
• Stamina				
• Strategic Relationship Building				
• Strong Values				
• Systems Thinking				
• Team Building				
• Tolerance for Ambiguity & Change				
• Values Diversity				
• Vigilance				
•				
•				
•				
	TOTAL Xs			

Exercise VI: Derailers/Failure Factors

Leaders may have many of the positive attributes you are looking for, but their performance can be undermined by even one derailer/negative attribute.

Please think about the Chancellors and University/College Presidents you have known in the NSHE system over the past years. For those who were not successful, identify what led to their lack of success. List below those negative attributes that will almost guarantee a new Chancellor will fail in the job, regardless of any other positive they bring to the job.

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Exercise VII: Other Information

Please provide any additional information you believe will help us create the most effective selection criteria possible, i.e., the strongest leader profile.