



NEVADA SYSTEM OF  
HIGHER EDUCATION

# CHANCELLOR SEARCH



Photo Provided Courtesy of CSN

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# EXECUTIVE SEARCH

## Summary

**The Nevada System of Higher Education seeks an equity-minded leader to serve as Chancellor, who will build relationships and drive results, while engaging and communicating with the community.**

The Board of Regents of the Nevada System of Higher Education seeks nominations and applications for Chancellor of the Nevada System of Higher Education (NSHE) to lead a growing, dynamic system of eight institutions committed to serving the needs of the citizens of the State of Nevada.

The Regents seek a new leader to build upon the stability and momentum the System has gained in recent years. Nevada is a growing state with an economic outlook that is among the brightest in the United States. The demands of a changing economy which also bring increased expectations for higher education, together with initiatives of the governor and state legislature, spurred on by a forward- leaning business community throughout the state, offers exceptional opportunities for the right leader to help shape the future direction and momentum of this vital state and region.

**The Bryan Group (TBG) is conducting the Chancellor search for the NSHE Board of Regents. All inquiries should be directed to TBG at [info@tbgleaders.com](mailto:info@tbgleaders.com).**



Photo Provided  
Courtesy of UNLV

# CHANCELLOR

## High Level Tasks, Duties, & Responsibilities

The Chancellor is the chief executive officer and ex-officio treasurer of the Nevada System of Higher Education and is responsible to the Board for the administration of the Nevada System of Higher Education, the implementation of Board policies and directives, and the financial management of the Nevada System of Higher Education.

Duties of the Chancellor are prescribed by the Board of Regents and include, but are not limited to, the following. The Chancellor may delegate any of the duties of the office unless expressly prohibited by Board policy. Duties include:

To promote a sound plan of organization in concert with the institutional Presidents to ensure administrative efficiency, maximum utilization of resources, and to facilitate cooperation among the member institutions

To be responsible, with the full cooperation and input of the Presidents, for the planning processes of the NSHE, including establishing metrics to measure progress towards the achievement of Board approved strategic goals

To be responsible for the development of a strategic plan for System Administration that establishes the role of the office in supporting the Board and the institutions

To be responsible for the presentation of all NSHE matters to the Governor's Office and the State Legislature

To collaborate with the Board Chair for official communication on behalf of the Board of Regents and NSHE

To establish the practices under which the financial administration of the NSHE will be conducted, including the coordination, development, and presentation of the NSHE budget to the Legislature

To assure that all budgets are executed in accordance with the intent of the Board of Regents and the Legislature

To serve as contracting officer for the NSHE and to execute all contracts and other instruments on behalf of NSHE unless authority has been expressly retained by the Board of Regents or delegated elsewhere

To be responsible for planning and approval processes related to academic programs and student services that require Board approval



To appoint outside counsel for System Administration

To be the appointing authority of all professional personnel not assigned to a member institution

To evaluate the annual performance of each President of the member institutions in accordance with procedures established by the Board of Regents

To participate in the periodic performance evaluation of each President in accordance with procedures established by the Board of Regents

To discipline Presidents in accordance with provisions established by the Board

To be responsible for the planning and approval process related to research programming and activities that require Board approval

To be responsible for matters related to NSHE community engagement and coordination of workforce and economic development efforts involving the Legislature and multiple institutions

To be responsible for the administration of the Established Program to Stimulate Competitive Research (EPSCoR) and sponsored programs involving multiple NSHE institutions



Photo Provided Courtesy of DRI

# CHANCELLOR

## Roles, Competencies, & Qualifications

### Overview

The criteria are a combination of what the Chancellor Search Committee (SC) and NSHE Advisory Committee (AC) identified as critical for Chancellor success and TBG's research base of indicators demonstrated by top-performing senior leaders. The order of the criteria reflects the ranking of importance (starting with most important) by the SC/AC.

**ROLES:** Sets of major tasks that are essential for Chancellor success. Can be viewed as the most important "hats" the Chancellor must wear as situations dictate.

- **Leader**
- **Communicator**
- **Community Engager**
- **DEI Advocate**
- **Partnership Builder**
- **Results Driver**
- **Team Builder**

**COMPETENCIES:** Knowledge, Skills, Talents, and Dispositions that support a high level of role execution. These are reflected in the behavioral indicators (thoughts, feelings, and actions) associated with each competency in the full set of criteria.



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- **Leadership**
- **Political Savvy**
- **Building Trust & Credibility**
- **Relationship Building**
- **Values Diversity**
- **Communicating**
- **Community Engagement**
- **Integrity**
- **Professionalism**
- **Big Picture Orientation**
- **Problem Solving**
- **Adaptability & Flexibility**
- **Resilience**



Photo Provided Courtesy of UNR

**QUALIFICATIONS:** Qualifications, in this context, encompasses preferred experience, proven accomplishments, and credentials as identified by the Chancellor Search Committee and the Advisory Committee.

**Professional Experience:** The list below incorporates the professional experience preferred by the Chancellor Search Committee and the Advisory Committee. Since this is an aggregated list, no candidate is expected to have all the experience listed.

- Leading a higher ed system – 10 years as president or CEO - leading a system with a similar number of students
- Came up through the higher ed ranks – was a full time faculty member – tenured – has worked in both community colleges and four-year institutions – provost or president – supervision of faculty – knows the inner workings of higher ed campuses
- Variety of experiences including education – with high level leadership roles – executive management – complexity – large budget - worked in a mix of institutions - program development
- If from a corporate background - effectively runs a business - at least five years at a high level
- Developing key relationships – politicians, business people, key community members, members of an elected body, government entities - working with a governance board
- Deep familiarity with NSHE and NV – NV leadership experience – higher ed, legislative, policy, DEI, knows NV ed system – has moderate name recognition in NV
- Promotes education - advocates and leads legislative agendas
- Direct connection with students
- Team building
- Collective bargaining
- State budget

Photo Provided Courtesy of WNC





**Professional Accomplishments:** The list below incorporates the professional accomplishments preferred by the Chancellor Search Committee and the Advisory Committee. Since this is an aggregated list, no candidate is expected to have all the accomplishments listed.

- Evidence of improved student success, particularly with a diverse student population similar to NV - improved student retention, graduation, and post-graduate success
- Improved P&L of a higher education institution/system - process improvement in a large complex system
- Improved/successful DEI initiatives of higher ed institution/system
- Successful relationship building with key stakeholders - internal and external decision-makers - success working with boards
- Success running a business or corporation
- Improved faculty salaries, recruitment, and retention
- Built successful teams
- Successful collective bargaining - negotiation
- Built a culture of collaboration, respect, trust, and comraderie - cohesive unit
- Success in managing the media
- Recognition by respected national organizations - for leadership and exceptional performance
- Project implementation success
- Successful crisis management
- Peer reviewed researcher of higher ed

**Professional Credentials:** The list below incorporates the professional credentials preferred by the Chancellor Search Committee and the Advisory Committee.

- Degree in communications, business, education, or
- Master's degree, or
- Terminal degree - Ph.D., Ed.D., J.D.

Photo Provided Courtesy of WNC







Photo Provided Courtesy of CSN



Photo Provided Courtesy of GBC



Photo Provided Courtesy of NSHE

## MASTER PLAN - Strategic Planning Framework

Pursuant to the Regent's Handbook, the NSHE Master Plan establishes goals, targets, and philosophical directions for the future of all higher education institutions within the NSHE. Each NSHE institution shall have an institutional strategic plan that clearly reflects the overarching goals of the System plan.

In August 2022, the Acting Chancellor began to collect information from various sources such as listening sessions and task force reports and brought the Board's ad hoc Committee several recommendations to finalize the plan in a truncated model, honoring the work that had been done and providing needed updates. The purpose of the new planning framework, approved by the Board in January, 2023 was to have new language in time for the legislative session and chancellor search process.

- 1 **GOAL: Access**  
**METRIC: Increase participation in post-secondary education**
- 2 **GOAL: Success**  
**METRIC: Increase student success**
- 3 **GOAL: Close the Achievement Gap**  
**METRIC: Close the achievement gap among underserved student populations**
- 4 **GOAL: Workforce**  
**METRIC: Collaboratively address the challenges of the workforce and industry education needs of Nevada**
- 5 **GOAL: Research**  
**METRIC: Co-develop solutions to the critical issues facing 21st century Nevada and raise the overall research profile**

# NEVADA & NSHE

## The Setting

Nevada's population estimated at 3.18 million for 2022 [[www.census.gov/quickfacts/NV](http://www.census.gov/quickfacts/NV)] ranks Nevada 32nd in the United States, [[worldpopulationreview.com/states](http://worldpopulationreview.com/states)] but its small size belies the outsized shadow cast by the energy, intelligence, and spirit of its people who are increasingly initiating and sustaining new examples of business, entrepreneurship, and manufacturing for the 21st century. Two recent indicators of momentum are that from 2010-2021, Nevada's population grew 16.3 percent, and the population of Nevada has grown every year for the past 11 years [[worldpopulationreview.com/states](http://worldpopulationreview.com/states)]. Also, Nevada is currently ranked sixth among states in overall best growth, based on GDP growth, growth of young population, and overall net migration [[www.usnews.com/news/best-states/rankings/economy/growth](http://www.usnews.com/news/best-states/rankings/economy/growth)].

With an economy originally founded on mining but shifting to tourism by the mid-20th century, Nevada complements its tourist-centric economy with an emerging highly skilled technological base. This is a product of its own policy investments and as a natural outgrowth of its proximity to its Pacific Rim neighbor, California. As the new economy emerges and matures, so must Nevada's educational system at all levels, led by its colleges and universities in a coordinated focus on the future.

The opportunity for contribution and impact offered by the Chancellor position is best illustrated by noting that Nevada is unique in the comprehensiveness and dominance of its public system of higher education. Thus, the NSHE Chancellor serves as the dominant voice for higher education in Nevada.

## Demographics

The population of Nevada is highly diverse, and this is reflected in its education system as a whole. As of the 2020 Census, Nevada's 3,104,614 citizens were 51.2% White; 18.7% Hispanic; 12.4% Black; 6% Asian; 3.1% Two/Blended; 1.1% American Indian; .02% Pacific Islander; or 10.2% two or more races. [[www.census.gov/library/stories/state-by-state/nevada-population-change-between-census-decade.html](http://www.census.gov/library/stories/state-by-state/nevada-population-change-between-census-decade.html)]

The Nevada System of Higher Education is committed to ensuring that its institutions are reflective of the state's population and supporting campuses that meet the current and future social, economic and workforce needs of a highly diverse state. As of 2021, fall enrollment (headcount) within the system was approximately 36% white and 64% minority. Minority enrollment exceeded non-Hispanic white enrollment at three NSHE campuses: University of Nevada, Las Vegas; Nevada State College; and the College of Southern Nevada.

Currently, the College of Southern Nevada, Nevada State College, University of Nevada, Las Vegas, and Truckee Meadows Community College have received the federal designation as Hispanic Serving Institutions (HSI). HSIs are eligible institutions that have an enrollment of undergraduate full-time equivalent students that is at least 25 percent Hispanic students. Two NSHE institutions (University of Nevada, Reno and Western Nevada College) are considered emerging HSIs, defined as institutions that serve a Hispanic population between 15 and 24.9 percent. In addition, CSN, NSC, and UNLV have also received Minority Serving Institution (MSI) designations.

## Governance

The NSHE is governed by the Nevada Board of Regents, a 13-member body that is elected by popular vote from districts across the state to serve six-year terms.

The Chancellor is responsible to the Board of Regents as a whole and works closely with the Board Chair and Vice Chair. As NSHE's chief executive officer, the Chancellor supervises the eight NSHE presidents, ensures the Board of Regents' policies are implemented throughout the system, and serves as the system liaison with the governor, state legislators, and other public officials and community leaders.





# Fun Facts



Choose from 57 doctoral, 80 master's and 24 professional graduate programs — including many without GRE and GMAT admissions requirements.



GBC serves students enrolled online from across the country and on campuses and centers across 86,500 square miles, two time zones, and ten of Nevada's largest counties.



DRI's faculty members are nontenured, entrepreneurial and responsible for their own salaries from external grants and contracts. This blend of academic rigor and private-sector pragmatism has earned DRI a reputation for delivering rapid, high-quality environmental science in a businesslike fashion.



UNLV students graduate with less debt than students from 47 other states, and 76 percent of our students receive some form of financial aid and scholarships.



Any currently registered student who needs technology assistance to complete their coursework can get a free notebook computer with Windows 10 to help them be successful.



TMCC is northern Nevada's jobs college, preparing qualified students for jobs in industries right here in Nevada. In fact, 95% of our students remain in Nevada after completing their studies, helping to build and support our local community.



Our five buildings house energy-efficient, 40-student or smaller classrooms, and our open community spaces forward sustainable principles with solar panels, xeriscaping, and an organic teaching garden that also serves our campus cafe.



Students can earn an industry-recognized certification in as little as 8 weeks and enter the workforce above entry level. Certification and licensing prep programs are designed to prepare students to take state or other certified licensing exams.

# NSHE INSTITUTIONS

The Nevada System of Higher Education comprises two universities (University of Nevada, Las Vegas and University of Nevada, Reno); one state college (Nevada State College); one research institute (Desert Research Institute); and four community colleges (College of Southern Nevada, Great Basin College, Truckee Meadows Community College, and Western Nevada College).

## **Universities, State College, and Research Institute**

Research institutions include the University of Nevada, Reno (1874) with approximately 21,000 students; the University of Nevada, Las Vegas (1957) with over 31,000 students; and the Desert Research Institute (1959) with campuses in Reno and Las Vegas.

UNR and UNLV are categorized in the Carnegie Classification of Higher Education as doctoral universities with very high research activity (formerly R1). DRI serves as the non-profit environmental research arm of NSHE and conducts basic and applied research focused on the effective management of air, water, and land resources within the state, across the nation, and in several foreign countries.

### **University of Nevada, Las Vegas (1957)**

UNLV's diverse faculty, students, staff, and alumni promote community well-being and individual achievement through education, research, scholarship, creative activities, and clinical services. The university offers a broad array of undergraduate and graduate studies and research. Read more here: [unlv.edu](http://unlv.edu)

### **University of Nevada, Reno (1874)**

UNR is an internationally-respected, high-quality, accessible, arts and sciences land-grant university, fully engaged with Nevada's citizens, communities, and governments to improve economic and social progress. UNR offers a collection of academic programs, from certificates to doctoral degrees, within 11 colleges and schools. Read more here: [unr.edu](http://unr.edu)

### **Nevada State College (2002)**

NSC is a comprehensive four-year teaching institution, serving approximately 5,500 students and emphasizing career preparation for success in the real world. NSC offers baccalaureate degree instruction in majors that span diverse fields within three schools: Education, Liberal Arts and Sciences, and Nursing. Read more here: [nsc.edu](http://nsc.edu)

## **Desert Research Institute (1959)**

DRI is a world leader in environmental sciences through the application of knowledge and technologies to improve people's lives throughout Nevada and the world. With more than 400 employees and two main campuses in Reno and Las Vegas, skilled scientists, engineers, technicians, and students are collaboratively focused on understanding and answering critical questions in atmospheric sciences, earth & ecosystem sciences, hydrologic sciences, climate data & services, fire sciences, water sustainability, data analytics & cybersecurity, public health & the environment, and advanced autonomous systems. Read more here: [dri.edu](https://dri.edu)

## **Community Colleges**

The College of Southern Nevada, Great Basin College, Truckee Meadows Community College, and Western Nevada College comprise the two- year sector. Two-year degrees, certificates of achievement, and skills certificates are available at these institutions, and some offer four-year programs as well.

Collectively serving over 55,000 students, they offer local access to higher education and provide curricular offerings in response to the state's growing need for increased intellectual attainment, high-skilled workforce development, and job training.

The report of a prior special task force concluded that "the hallmark of Nevada's community colleges has been their flexibility in meeting the ever-changing needs of citizens, communities, and employers in the state."

## **College of Southern Nevada (1971)**

CSN, the largest and most ethnically diverse college in Nevada, is Southern Nevada's sole community college and enrolls approximately 35,000 students each year on three main campuses in North Las Vegas, Las Vegas, and Henderson. The college offers more than 150 degrees and certificates in more than 90 areas of study – with 23 degrees and certificates available entirely online. Read more here: [csn.edu](https://csn.edu)

## **Great Basin College (1967)**

Located in the town of Elko and serving approximately 3,900 students online and on campus, GBC offers a combination of certificates and associate and baccalaureate degrees in a variety of technological and professional fields. Read more here: [gbcnv.edu](https://gbcnv.edu)



## Truckee Meadows Community College (1979)

TMCC is a comprehensive community college serving 11,600 students at five campus centers and more than 20 community locations in the greater Reno area. The college offers over 50 programs of study that lead to more than 160 degree, certificate, and university transfer programs. TMCC also offers occupational training, career enhancement workshops, and non-degree learning opportunities. Read more here: [tmcc.edu](http://tmcc.edu)

## Western Nevada College (1971)

WNC is a comprehensive community college serving 5,000 students annually over a six-county area of more than 12,000 square miles. Based in Carson City, WNC's scenic main campus sits on the eastern edge of the Sierra Nevada mountain range. Additional campuses are in Fallon and Minden with outreach centers in the smaller communities of Dayton, Fernley, Silver Springs, Smith Valley and Yerington. WNC's innovative approach brings workforce training to rural students through the Commercial Driver's License (CDL) training program and the Mobile Manufacturing classroom. The Carson City Campus houses the Jack C. Davis Observatory (below) and the Western Nevada Musical Theater Company. Read more here: [wnc.edu](http://wnc.edu)



Photo Provided Courtesy of WNC

## CURRENT CHALLENGES & OPPORTUNITIES

The Nevada System of Higher Education is a complex system of institutions of varying mission, size, and maturity. ***The next Chancellor will need to understand and balance the diverse needs of each of these institutions while being a strong voice for the system as a whole. Working on behalf of the Board of Regents, the new Chancellor will have the opportunity to determine and define a shared agenda for the role of higher education in the future success of Nevada.***

The Nevada legislature convenes only once every two years; thus, one of the persistent challenges faced by the Chancellor and the system staff is to project revenues and develop a budget two full years in advance. The next Chancellor will play an active role in securing and allocating resources, including working closely with the Governor's office and legislators to advocate for research funding and educate them on the important role of research in Nevada's communities and in the larger global arena.

Significant progress has been made to create strategic partnerships with K-12 school districts to promote college and career readiness. The next Chancellor will need to continue to identify collaborative approaches to helping Nevada students succeed by being better prepared to enter college and/or the workforce.

The Board of Regents recently adopted 2025 goals for graduation and year-to-year persistence rates for all degree-granting institutions. Similarly, new policies have been adopted to more effectively provide student advising and corequisite support for students needing remediation. The next Chancellor will need to champion efforts at individual institutions and across the system to implement best practices and initiatives to support student success, retention, and graduation.

Clearly, the Chancellor's leadership by force of vision, example, and experience will carry a premium and create needed support for critical policy choices that lie ahead.

Photo Provided Courtesy of CSN





# HOW TO APPLY

The Bryan Group is conducting the Chancellor search on behalf of NSHE. All inquiries and requests for confidential discussions should be directed to The Bryan Group at [info@tbgleaders.com](mailto:info@tbgleaders.com). Optimal consideration will be given to applications received by 5pm PT April 21st, 2023. Incomplete applications will not be considered. Applications should be emailed to The Bryan Group at [info@tbgleaders.com](mailto:info@tbgleaders.com) and should include:

- ◆ Letter of interest/cover letter
- ◆ Four reference letters - must be within the past six months
- ◆ Four philosophy statements illustrating your knowledge and beliefs regarding each of the following - leadership, education, management, and DEI
- ◆ CV or resume - please include language proficiency/fluency
- ◆ Credentials with formal verification - degrees (including transcripts), licenses, and certifications

As a public body, NSHE is required to comply with Nevada's Open Meeting Law. While the search process will comply with the Open Meeting Law, **it is designed to maintain candidate confidentiality during the early stages of the search i.e. candidate names are not released until finalists are identified and notified.** Final interviews and selection will occur at a public meeting, and biographical information and resumes of the final candidates will be made public and posted in the agenda for the public meeting where the interviews and selection process will occur. Specific questions about this process can be directed to TBG.

*The Nevada System of Higher Education hires only United States citizens and aliens lawfully authorized to work in the U.S. The NSHE is an affirmative action, equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, age, creed, national origin, veteran status, physical or mental disability, genetic information, sexual orientation, gender identity, or gender expression.*

Photo Provided Courtesy of NSC





# One System.

# *Worlds of Opportunities.*

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