

Board of Regents Meeting
August 29, 2023

Interim Chancellor Search

Prepared by **Byron Brooks, Chair BOR**



Chancellor Search Timeline

Search Began



February 3, 2023

The search began with consultation from The Bryan Group.

Applicant Submissions



June 29, 2023

A total of 88 applicants applied for the position. 15 moved into a semi final interview, and 3 finalists came before the Search Committee.

5 Months

Failed Search



June 30, 2023

One candidate's name was brought before the Board. The Board voted to fail the search and requested that the Chair and Vice Chair bring an Interim Chancellor (I.C.) forward.

Policy



July 1, 2023

Pursuant to NSHE Code the process began which outlines that within 60 days, of the request, the Chair and Vice Chair shall recommend an I.C. to the Board.

7 Months Total

Today

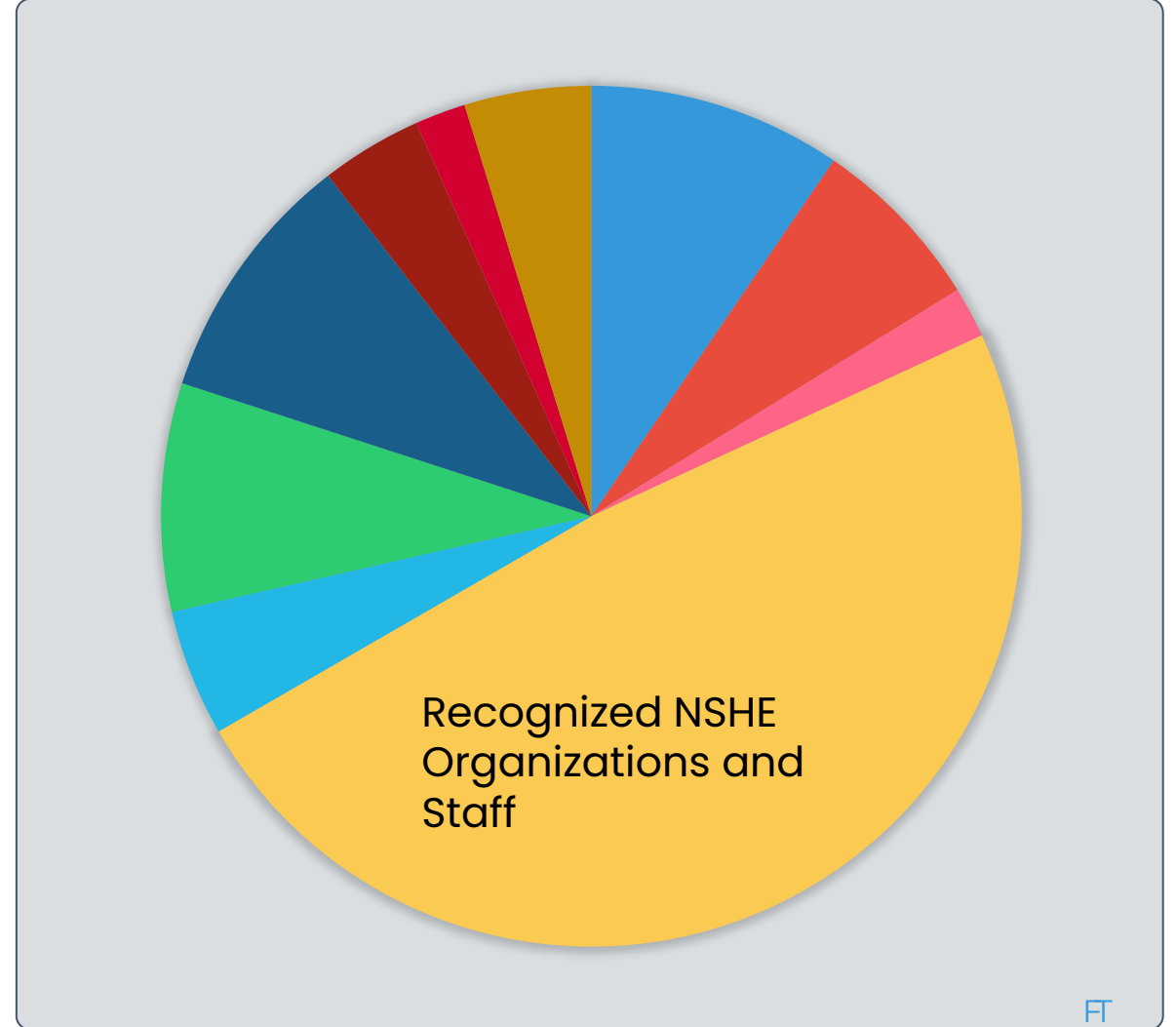
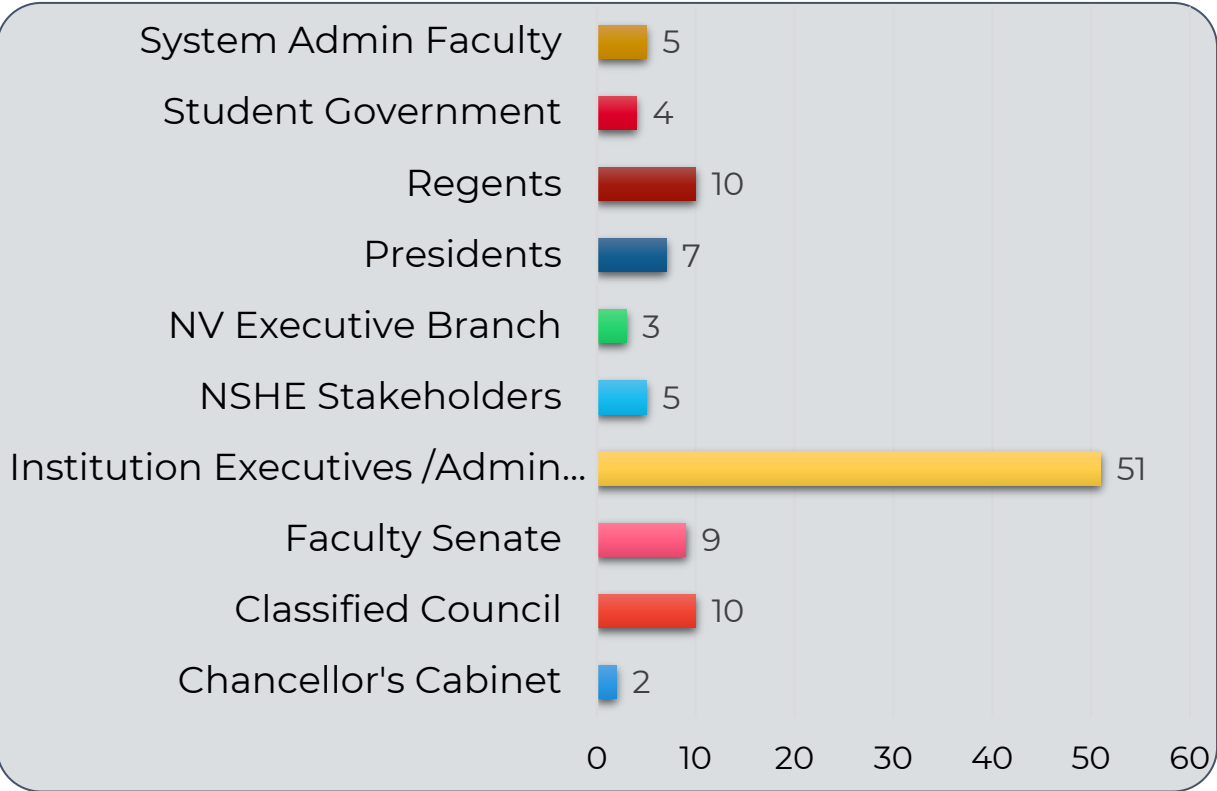


August 29, 2023

Special meeting for the recommendation of an I.C. and discussion about the process of seeking an I.C. including challenges, and considerations for moving forward.



Constituency Input



106

The number of stakeholders we spoke with.



What Did We Ask?

Using a Predictive Behavioral Analysis model, we intentionally created the space for informal conversations to take place with NSHE constituencies to talk about the characteristics and traits they believe should be considered for a person seeking the high level executive position of Chancellor. We encouraged questions and candid dialogue related to this process and anything related to the Board, System, and Institutions.

Characteristics and Traits

- Diplomacy, Communication, Collaboration
- Able To Develop Working Relationships
- Understands Financial and Business Logic and the Realities of NSHE
- Manage Successful Change
- Engage and Inspire Employees
- Strong Emotional Intelligence
- Organize Academic, Financial, and Cultural Standings
- Understands NSHE Sub Cultures

* **Signifies Highest Priority within Sub Categories**

Sub Categories

***Facilitator, Shared Governance, Students, Understands PR, Consensus Builder, Problem Solver, Supports Board**

***Work with Legislators, Understands Legislative Process, Healer, Bridge Builder**

***COLA Issues, Legislative Priorities, Funding Formula**

***Dual Enrollment, Strategic-Planning, Vacancies, Innovation, Thick Skin, Higher Education Experience**

***Hold Others Accountable, Spend Time on Campus and in the Community**

***Knows Strengths and Limitations, Strong Integrity and Moral Values**

***Mission Creep, Understands Presidents Roles, Advocates for Higher Education**

***Research-Funding-Grants, Knowledge of Nevada and System, Community Colleges, Work Force Development, Experience working in Large and Complex Organizations, DEI, Faculty and Staff, Medical School, Technology, Public Safety**

Characteristics and Traits Rankings



Bridging the Gap: Characteristics and Candidates



6 Initial
Candidates



1 Withdrawal

* Close to the end of our 60 day timeline



**Several Suggested
Candidates**

Who Replied, Thanks but No Thanks

Recruitment Challenges



Current State of the System, BOR, Perception



Salary / Compensation Concerns



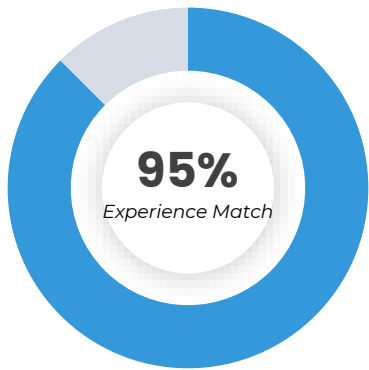
Unclear Expectations and Responsibilities of the Chancellor

* Policy

Nominee Clock Running Out



Seeking someone who demonstrates proven capability of high level diplomacy, communication, and collaboration, who is able to develop working relationships with both academic and non-academic NSHE members, who has a high level of experience with the Legislative process, knows Nevada, able to foster relationships with Legislators and community members, and has executive level experience with Higher Education, Research, Funding, and more, willing to work for negotiated rates.



Candidate Found

Ph.D with 19 Years of Higher Education Executive Leadership, 14 years as an R1 University President, 9 Years of Legislative Experience, High Level of Funding Acumen, Other Significant Attributes.

6 Days Until

Posting Deadline

Talks Begin With
Prospective
Candidate

5 Days Until

Posting Deadline

Candidate
Confirmed

1 Day Until

Posting Deadline

Contract
Negotiations
Complete

9 Hours Before

Posting Deadline

Candidate
Withdrawals

Wednesday, August 23 2023

Patty Charlton



Conversations about maintaining Officer in Charge role as Interim Chancellor. Patty stated that she is willing to support the Board and the System in that capacity. Prior to our conversation, Patty was not interested in the role.

Legal



Conversation about Policy and moving forward with Patty Charlton.

Finalized Data



Continued to input data and create models for presentation.

Conversations



Conversations throughout the day with Legal, Patty Charlton, HR, Board Members.

Considerations

The Boards search policy needs revisions to support Board communications and provide reasonable relief for mitigating circumstances. This must be addressed prior to another search for any executive position.



Compensation assessments must be conducted to enable the recruitment and hiring of top tier candidates. We can't draft a #1 or #2 player if our salary ranges are not designed to support a top 10 pick. If that's the case, what expectations should we have? Would performance incentives make sense?



The Role of the Chancellor may need additional revisions. It could be viewed as three distinct areas of responsibility;

- 1) External relationships with community stakeholders, Legislators, and Board members.
- 2) The manager of a System office that has a significant amount of personnel.
- 3) Lead academic affairs and hold others accountable.



To support the betterment of the Board, the System Office, and our Institutions, Vice Chair Joe Arrascada and I recommend solidifying Patty Charlton as the Interim Chancellor and beginning the process of a search. Keeping in mind that prior to a search commencing, policy must be assessed and changed to support better processes.

Questions?

Prepared by **Byron Brooks, Chair BOR**