Interim Chancellor Search
Search Began: February 3, 2023
The search began with consultation from The Bryan Group.

Applicant Submissions: 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.

Failed Search: 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.

Policy: 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.

Today:
- 5 Months
- 7 Months Total

- 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.

- 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.
106 The number of stakeholders we spoke with.
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

- Organize Academic, Financial, and Cultural Standings
- Strong Emotional Intelligence
- Engage and Inspires Employees
- Managing Successful Change
- Understands Financials and Business Logic/Realities
- Develop Working Relationships
- Diplomacy/Communication/Collaboration
Bridging the Gap: Characteristics and Candidates

- 6 Initial Candidates
- 1 Withdrawal
- Several Suggested Candidates

Recruitment Challenges

- Current State of the System, BOR, Perception
- Salary / Compensation Concerns
- Unclear Expectations and Responsibilities of the Chancellor

* Policy
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.
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

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.
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.

Conversation about Policy and moving forward with Patty Charlton.

Continued to input data and create models for presentation.

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?