

**To:** Crystal Abba, Executive Vice Chancellor and Chief of Staff  
Sherry Olson, Director of Human Resources

**From:** Jeremy Helsel  
Director, Huron Consulting *Jeremy Helsel*

**Date:** August 28, 2023

**Subject:** Board of Regents Chief of Staff Grade Review

Per your request, I have reviewed the grade assignment for the Board of Regents Chief of Staff position. The current grade of this position is NSHE Executive 3. Typically, when determining grade assignments for jobs, a set of criteria or definitions are used in guiding and determining the appropriate grade for individual positions. In the absence of any criteria or definitions in the NSHE structure, I had to rely on other information and data points to help guide my decision. Based on the information available that I have reviewed, **I concur with the current grade assignment of NSHE Executive 3.** Below are the factors I reviewed and took into consideration in my decision:

1. **Historical** – It is my understanding that since the inception of this position, it has always maintained a grade of either NSHE Executive 3 or NSHE Executive 2, and both grades were utilized from time to time based on the specific incumbents' skills or qualifications and/or the specific requirements of the job at the time. I have reviewed the PDQ of this position over the years, and while the “general counsel” aspect varied from time to time, there has been no substantial change in the duties of this position, which therefore gives me no reason or justification to why the grade would change or deviate from what it has always been historically.
2. **Duties Comparison** – I have reviewed this position against other NSHE Executive 3 graded positions, and based on a comparison of the job duties, this Chief of Staff position aligns to those other positions. Furthermore, given all the various complexities of this position, the visibility, the breadth, depth and scope, and the uniqueness of this position, there are not many other positions like this within the system. The NSHE Executive 3 grade, and the associated salary range, truly reflects the complex and unique nature of the position.
3. **Market Data** – While this position is unique in nature, there were data points found that further solidifies this position as a NSHE Executive 3. In reviewing public records information for similar positions of other, large state higher education systems, pay levels reflect that of a NSHE Executive 3. Furthermore, CUPA data, when adjusted to reflect for the nature of this job, also reflects NSHE Executive 3 pay levels.

In summary, given the lack of a current formal grading methodology, but based on other relevant and appropriate data points, **I am in concurrence of the current grade assignment of NSHE Executive 3.** If you have any questions on the information that I have outlined below or would like to discuss further, please do not hesitate to contact me.