

Minutes are intended to note (a) the date, time and place of the meeting; (b) those members of the public body who were present and those who were absent; and (c) the substance of all matters proposed, discussed and/or action was taken on. Minutes are not intended to be a verbatim report of a meeting. An audiotape recording of the meeting is available for inspection by any member of the public interested in a verbatim report of the meeting. These minutes are not final until approved by the Board of Regents at the June 2014, meeting.

**BOARD OF REGENTS and its
ad hoc UNLV PRESIDENT SEARCH COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**

Stan Fulton Building, Salons A, B, C
International Gaming Institute
University of Nevada Las Vegas Campus
801 East Flamingo Road, Las Vegas
Friday, May 2, 2014

Members Present: Dr. Mark W. Doubrava, Chair
 Dr. Jason Geddes
 Mr. Kevin Page
 Mr. Rick Trachok
 Mr. Michael B. Wixom

Members Absent: Mr. Cedric Crear

Others Present: Mr. Daniel J. Klaich, Chancellor
 Mr. Scott Wasserman, Chief of Staff and Special Counsel
 to the Board of Regents
 Dr. Constance Brooks, Vice Chancellor, Government
 and Community Affairs
 Ms. Christine Casey, Director, Human Resources

Faculty senate chair in attendance was Dr. Paul Werth, UNLV.

For others present, please see the attendance roster on file in the Board office.

Chair Mark W. Doubrava called the meeting to order at 8:08 a.m. with all members present except Regent Crear. All of the institutional advisory members were present except for Mr. Ciavola, Mr. Jingoli, Ms. McMillan, Mr. Rogers, Mr. Sanchez and Mr. Skancke.

1. Information Only-Public Comment – None.
2. Approved-Minutes – The committee recommended approval of the minutes from the March 28, 2014, meeting (*Ref. UNLV PSC-2 on file in the Board office*).

Regent Trachok moved approval of the minutes from the March 28, 2014, meeting. Regent Wixom seconded. Motion carried. Regent Crear was absent.

3. Information Only-Chair's Report – Chair Doubrava provided a report regarding the search process and related matters.

Chair Doubrava said there would be an ample amount of information to process from the four search consultants who would be making presentations. The presentations will be followed by a discussion of the institutional advisory members and the Regents.

Mr. Scott Wasserman, Chief of Staff and Special Counsel to the Board of Regents, reported Requests for Quotation (*on file in the Board office*) were sent to 46 search firms; 17 firms sent proposals and six firms declined. Chair Doubrava said he, Mr. Daniel J. Klaich, Chancellor, and Mr. Wasserman looked through the 17 proposals to determine which firms might be capable of bringing qualified candidates for evaluation by the committee and advisory members, and from there it was narrowed to five firms. When the five firms were notified, Parker Executive Search withdrew due to scheduling obligations. Mr. Wasserman noted that of the seven search consultants suggested by UNLV, two were chosen to make a presentation – DiversifiedSearch, LLC and EFL Search.

4. Information Only-Search Firm Presentations and Interviews – The committee and institutional advisory members discussed questions for the search consultants, heard presentations and conducted interviews for the possible engagement of a search firm to assist in the selection of candidates for the President of the University of Nevada, Las Vegas.

Chair Doubrava led a discussion with the advisory members regarding the questions to be asked to each consultant. Chair Doubrava said after the fourth consultant is interviewed, he will ask the advisory members to choose their top two consultants. The Regents will listen, offer their input, and make the motion for hiring the search consultant.

Search consultants from DiversifiedSearch, LLC, AGB Search, Baker and Associates, LLC, and EFL Associates gave presentations to the committee and advisory members. Each search consultant was asked questions by the advisory members and provided answers to the following:

1. Will you be leading the search and will you have staff working with you? How long have you been with the firm?
2. What is your level of knowledge of the Nevada System of Higher Education and how it relates to the political environment of Nevada?
3. Have you ever placed an individual from the private sector at an educational institution?
4. What efforts will you make to recruit underrepresented individuals and what is your record of success in recruiting highly qualified, underrepresented individuals?
5. What are some of the factors used to measure a successful search?
6. Will you disclose any promises, agreements, commitments or contracts, oral or written, made by a candidate you present for consideration, to utilize your services by UNLV in the future if the candidate is selected?
7. How do you assess the true motivations of candidates?

4. Information Only-Search Firm Presentations and Interviews – *(continued)*

8. How will you ensure faculty, student, staff and business community involvement in the process?
9. With UNLV seeking Tier One status, plans for a medical school and the possibility of building a stadium, how will you get the best candidate to achieve all of that?
10. What advice would you give the committee about conducting a successful search?

The consultants from DiversifiedSearch, LLC Dr. Kim Morrisson and Ms. Betty Hasler, joined the meeting and gave their presentation *(on file in the Board office)*.

Regent Page was curious about a search firm not responding to a Request for Quotation. Dr. Morrisson said there are a number of reasons: there could be some competitive factors regarding conflict of interest, it might not be the best firm for the job or no resources for the criterion.

Regent Page asked Dr. Morrisson her impression of UNLV. Dr. Morrisson felt UNLV was entrepreneurial, innovative and unconventional in character. It is an institution that has seen rapid growth, is economically and culturally diverse and needs to continue to advance using those strengths. The values of UNLV include social justice and sustainability in this fragile ecosystem. It is a highly aspirational environment, and is an institution that is moving with a significant set of goals to become an even stronger academic institution and compete at national levels as a Tier One. New leadership will have to organize UNLV in such a way to achieve its ambition.

Regent Wixom asked about response time and availability in a timely fashion. Dr. Morrisson gave assurance of their availability and response time and felt their references would attest to it.

Dr. Morrisson thanked the committee for considering the DiversifiedSearch, LLC proposal.

The meeting recessed at 9:45 a.m. and reconvened at 9:58 a.m.

The consultant from AGB Search, Dr. Carlos Hernandez, joined the meeting and gave his presentation *(on file in the Board office)*.

Regent Trachok asked about Dr. Hernandez's experience with a challenging search and why it was difficult. Dr. Hernandez explained the president of a community college was fired and, due to other extenuating circumstances the campus was in turmoil. The search ended successfully but, as a consultant, the process was painful.

Regent Trachok asked if Dr. Hernandez was ever involved in a search for a university president. Dr. Hernandez replied he has not been involved in a university president search.

4. Information Only-Search Firm Presentations and Interviews – *(continued)*

Dr. Hernandez thanked the committee for their time.

The meeting recessed at 10:43 a.m. and reconvened at 10:57 a.m.

The consultant from Baker and Associates, LLC, Mr. Jerry H. Baker, joined the meeting and gave his presentation *(on file in the Board office)*.

Dr. Yucha felt Mr. Baker has conducted many searches throughout his career and asked how much individual attention UNLV will receive if Baker and Associates is chosen. Mr. Baker said he does no more than one presidential search at a time, and no more than five searches at a time. He will not do any other presidential searches for a school like UNLV until this search is completed. If he is asked to do a president search for a small college he might consider it.

Ms. Mulroy asked if Baker Associates has ever had a failed search. Mr. Baker said there were searches where the offer was turned down by the candidate, but there has never been a failed search.

Mr. Boughner felt Las Vegas suffers in selling the community. Mr. Baker felt ambition will supersede location and focus will be placed on the community being a good place to live.

Dr. Frink expressed interest in Mr. Baker's experience with internal candidates. Mr. Baker has conducted few searches where there was not at least one internal candidate. An internal candidate is the same as any other. Mr. Baker will contact, analyze and evaluate any candidate. The rules do not change.

Regent Trachok asked if part of the process was meeting with the previous or current president. Mr. Baker said he will meet with the Chancellor and President Snyder.

Regent Trachok wondered if Mr. Baker had any questions. Mr. Baker is seeking specifics on how UNLV intends to be a Tier One institution and the strategy for the medical school. Regent Trachok indicated the process to establish the medical school is underway. He thought it would be beneficial to look at Carnegie Mellon as a Tier One example.

Mr. Baker would like familiarization with the Open Meeting Law. Mr. Wasserman said there would be a discussion of the Open Meeting Law at the June 2, 2014, meeting. He explained under the Board policy the Chancellor is held to have the responsibility of narrowing the applicant pool to the semi-finalists brought forward to the committee. The Chancellor, in consultation with the Chair of the committee will be working with the consultant. When the information is distributed to the committee it then becomes a public document.

4. Information Only-Search Firm Presentations and Interviews – *(continued)*

Mr. Baker thanked the committee and advisory members for their commitment to UNLV. He sensed UNLV wants to become a better institution and he would like the opportunity to provide UNLV with a great leader.

The meeting recessed at 12:01 p.m. and reconvened at 12:28 p.m.

The consultant from EFL Associates, Ms. Jan Asnicar, joined the meeting and gave her presentation (*on file in the Board office*). (*During the presentation Ms. Asnicar handed out two reports (on file in the Board office)*).

Dr. Yucha asked about the percentage of diverse candidates in the average semi-finalist pool. Ms. Asnicar said it varied from institution to institution and, right now, she does not have the specific statistics at hand.

Mr. Yackira, referring to the handout, asked how long Ms. Asnicar has been a search consultant and how many searches has she conducted herself over the past two years. Ms. Asnicar has been in the field for seven years. Last year she conducted 17 searches and 14 the year before.

Ms. Asnicar was grateful for the opportunity to make a presentation. If chosen she will do her very best.

The committee recessed at 1:26 p.m. and reconvened at 1:32 p.m.

5. Approved-Selection of Search Firm – The committee recommended approval to retain Baker and Associates, LLC subject to a check of random references not initially supplied by Baker and Associates, LLC, to assist in the selection of candidates for the President of the University of Nevada, Las Vegas.

After the search consultants made their presentations, Chair Doubrava asked the institutional advisory members to submit their top two recommended choices. The results were as follows:

Dr. Alamo, Mr. Boughner, Dr. Hathaway, Ms. Hicks, Dr. Meana, Dr. Mobley and Ms. Mulroy recommended Baker and Associates, LLC only. Mr. Bynum, Mr. Clausen, Mr. Duhart, Mr. Evans, Dr. Fain, Dr. Frink, Ms. Phillips Johnson, Mr. Lee, Mr. McKinley, Dr. Rosser, Ms. Smith, Dr. Wilde, Mr. Yackira and Ms. Young recommended Baker and Associates, LLC and DiversifiedSearch, LLC. Mr. Hunt recommended Baker and Associates, LLC and AGB Search, and Dr. Yucha recommended Baker and Associates, LLC and EFL Associates.

5. Approved-Selection of Search Firm – (continued)

Regent Trachok would have ranked the firms differently: EFL Associates first; Baker and Associates, LLC second. He appreciated EFL's clarity and felt Ms. Asnicar had a grasp of UNLV goals. Neither firm was confused about the complexity or challenges of accomplishing what UNLV wants to achieve.

The institutional advisory members' impression was all the search consultants presented well. Comments regarding Baker and Associates, LLC, were very favorable: experienced, straight shooter, candid, passionate, realistic, knowledgeable and a good grasp of the goals of UNLV.

Mr. McKinley thought Mr. Baker asked for more information from the committee and advisory members. Mr. Boughner noted the fees quoted by Baker and Diversified were very close. He would like to meet the two other people in Mr. Baker's firm. Ms. Mulroy felt not only was Baker's presentation above the rest, but there was a level of seasoned maturity and sophistication to his answers. He approached every question with assurance. She is confident he will have a deep understanding of this position.

Mr. McKinley felt Mr. Baker's presentation was the best. He urged due diligence in checking references. Chair Doubrava called three references for Baker and Associates, LLC which were all positive. Ms. Christine Casey, Director, Human Resources, reported the references checked for EFL Associates and DiversifiedSearch, LLC yielded high recommendations.

Drs. Fain and Rosser were concerned about the consultants' lack of knowledge of the Open Meeting Law. Mr. Wasserman said he spoke with each of the consultants and explained he would keep them within the frame of the Open Meeting Law.

Regent Geddes moved approval to retain Baker and Associates, LLC to assist in the selection of candidates for the President of the University of Nevada, Las Vegas. Regent Trachok seconded.

Regent Geddes felt Mr. Baker had a clear grasp on the UNLV situation. He thought Mr. Baker would work with this group and the community to bring a solid set of presidential candidates forward. Mr. Baker's presentation rose to the top. Regent Wixom believed Mr. Baker has the ability. Regent Trachok noted Mr. Baker spoke about plans for UNLV and understood the magnitude of the challenge.

Regent Trachok asked the committee to reserve the final retention of Baker and Associates, LLC subject to due diligence of calling random institutions to check other references. Chancellor Klaich asked if the contract should be executed if the information was satisfactory. Regent Trachok advised executing the contract in accordance with the motion if the references were satisfactory.

5. Approved-Selection of Search Firm – (continued)

Regent Trachok suggested a friendly amendment to the motion to retain Baker and Associates, LLC subject to a check of random references not initially supplied by Baker and Associates, LLC, and to execute the contract if the references were satisfactory. Regents Geddes accepted the friendly amendment.

Regent Page indicated Mr. Baker had some questions for the group that cannot be ignored, one being the Tier One objective. Regent Geddes said there will be information from the June 2014, Board meeting that can be provided to the consultant.

Chair Doubrava was impressed with Baker and Associates, LLC, and DiversifiedSearch. He would be comfortable working with Mr. Baker.

Motion carried. Regent Crear was absent.

6. Information Only-President Leadership Profile – Chair Doubrava suggested that recommendations for the desired characteristics of candidates for the president position be brought to the June 2, 2014, meeting (*Ref. UNLV PSC-6 on file in the Board office*).

Chair Doubrava asked the committee and institutional advisory members to bring their recommendations for the President Leadership Profile to the June 2, 2014, meeting.

7. New Business – Mr. Wasserman reported the next meeting will take place on June 2, 2014, at the Stan Fulton Building at 9:00 a.m.

8. Information Only-Public Comment – None.

The meeting adjourned at 2:09 p.m.

Prepared by: Nancy Stone
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Submitted for approval by: Scott G. Wasserman
Chief of Staff and Special Counsel to the Board of Regents