

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 2017 meeting.

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

System Administration, Las Vegas
4300 South Maryland Parkway, Board Room
Tuesday, December 6, 2016

Video Conference Connection from the meeting site to:
System Administration, Reno
2601 Enterprise Road, Conference Room
and
Great Basin College, Elko
1500 College Parkway, Berg Hall Conference Room

Committee

Members Present: Mr. Kevin J. Page, Chair
Dr. Jason Geddes
Mr. Trevor Hayes (*via telephone*)
Mr. Sam Lieberman
Ms. Allison Stephens (*via telephone*)
Mr. Michael B. Wixom

Other Regents

Present: Mr. Kevin C. Melcher

Advisory

Members Present: Mr. Paul Bible (*former Chair, UNR and TMCC Foundations*)
Dr. Constance Brooks (*Vice Chancellor for Govt. & Community Affairs, NSHE*)
Mr. Ken Evans (*President, Urban Chamber of Commerce, Las Vegas*)
Mr. Tom Gallagher (*Trustee, DRI and UNLV Foundations*)
Dr. Marc A. Johnson (*President, UNR*)
Mr. Matt McCarty (*Member, Elko Chamber of Commerce & Chair, GBC IAC*)
Ms. Kristin McMillan (*President & CEO, Las Vegas Metro Chamber of Commerce*)
Dr. Camille Naaktgeboren (*past Chair, CSN Faculty Senate*)
Mr. Alok Pandey (*Chair, Faculty Senate Chairs*)
Mr. Ngai Pindell (*Vice Provost for Faculty Affairs, UNLV*)
Mr. Vic Redding (*Vice Chancellor for Finance, NSHE*)
Dr. Michael D. Richards (*President, CSN*)

Advisory

Members Absent: Ms. Desiree DeCosta (*Chair, Nevada Student Alliance*)
Mr. Peter Guzman (*President, Latin Chamber of Commerce, Las Vegas*)
Mr. Steve Hill (*Executive Director, Governor's Office of Economic Development*)

Others Present: Mr. Nicholas Vaskov, Vice Chancellor, Legal Affairs
Dean J. Gould, Chief of Staff and Special Counsel to the Board
Mr. Chet O. Burton, President, WNC

Faculty senate chairs in attendance were Dr. Mark Green, DRI; Mr. Eric March, NSHE System Administration; and Ms. Cheryl Cardoza, TMCC.

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

Chair Kevin J. Page called the meeting to order at 1:32 p.m. with all members present except Ms. DeCosta, Mr. Guzman and Mr. Hill.

1. Information Only-Public Comment – None.
2. Approved-Minutes – The Committee recommended approval of the minutes from the September 30, 2016, meeting (*Ref. CS-2 on file in the Board office*).

Regent Wixom moved approval of the minutes from the September 30, 2016, meeting. Regent Lieberman seconded. Motion carried.

3. Information Only-Chair's Report – Chair Kevin J. Page provided a report on the search process and introduced Dr. Kevin Reilly and Mr. Vance Peterson from AGB Search, the selected search firm.

Dr. Reilly and Mr. Peterson each provided a summary of their respective backgrounds and experience. Mr. Peterson also provided a brief history of AGB Search.

In response to a question from Ms. McMillan, Mr. Peterson indicated AGB Search is a wholly-owned, for-profit subsidiary of the Association of Governing Boards of Universities and Colleges (AGB), which is a non-profit association centered on governance in higher education.

Dr. Brooks inquired about the consultants' experience as it relates to community college leadership. Dr. Reilly said he served as the associate provost for academic programs and as the secretary to the board at the State University of New York (SUNY) system where approximately half of the institutions are community colleges. During that time, Dr. Reilly worked with the associate vice chancellor for community colleges on community college issues. He also served as president of the University of Wisconsin system, which included 13 two-year transfer colleges. Mr. Peterson said he received his Ph.D. from Stanford University where the focus of his doctoral research was on the community college system in California. He has a great respect for community colleges and has been a part of the community college experience in California for many years.

4. Approved-Chancellor Search Process – Chief of Staff and Special Counsel to the Board Dean J. Gould provided a report on the process by which the search firm was selected. The search consultants led a discussion on the chancellor search process and specific search procedures, including the proposed timeline for the search, preferred range or number of semi-finalists to be selected by the search consultants for interview by the search consultants and a group determined by the Committee, and the number of finalists to be brought to the Committee for in-person interviews. The Committee approved authorizing the Board Chairman to assemble a group of advisors comprised of Dr. Jane Nichols, Dr. Carol Harter, Dr. John Etchemendy and, dependent on her ability to serve, Dr. Nancy Brune, to assist the Board Chairman to review semi-finalist applications and select the finalists to be brought to the Committee for in-person interviews.

Chief of Staff and Special Counsel Gould reported the Request for Quotation (RFQ) was sent out in October, by both email and regular mail, to 42 search firms. Of those 42 firms, 18 acknowledged receipt of the RFQ and 14 submitted proposals by the November 3 deadline. On November 10, Board Chairman Rick Trachok, along with Chief of Staff and Special Counsel Gould and Brooke Nielsen, met to discuss and rank the proposals. The Board Chairman concluded, with the concurrence of Chief of Staff and Special Counsel Gould and Ms. Nielsen, that AGB Search was the most well-rounded firm and would be able to bring forward the best pool of candidates for the position.

After AGB Search was selected, Chief of Staff and Special Counsel Gould provided the consultants with all of the comments solicited from Committee members on the leadership profile, and the consultants moved quickly to develop the updated draft that will be reviewed under the next agenda item.

Dr. Reilly provided a brief review of the proposed timeline and process (*Ref. CS-4 on file in the Board office*). He noted the process is structured to promote both full compliance with the Nevada Open Meeting Law and the ability to attract and retain the best possible candidates through the duration of the search.

Chair Page explained that if all of the applications were to be reviewed in an open meeting, prospective candidates may not apply because their interest in the position would be disclosed too early in the process. The goal is to maintain the confidentiality of the applicants until the finalists for the position are identified. This will require a mechanism, similar to the one used to select a search firm, which allows for a confidential review of the candidates up until the point when the finalists are named. Chair Page suggested the Committee authorize a group comprised of the Board Chairman and a few others with higher education experience and who are familiar with Nevada to advise the Board Chair and search consultants. He recommended the following individuals as the advisors: Dr. Jane Nichols, former chancellor of the NSHE and former vice president at TMCC; Dr. Carol Harter, former president at UNLV; and Dr. John Etchemendy, current provost at Stanford University, UNR alumnus and native Nevadan.

4. Approved-Chancellor Search Process – (continued)

Chief of Staff and Special Counsel Gould noted the goal is to assemble a group of highly qualified people that are independent and yet well-entrenched and well-experienced in this type of situation.

Regent Lieberman moved approval of authorizing the Board Chairman to assemble a group to assist the Board Chairman and the AGB Search consultants with reviewing semi-finalist applications and selecting the finalists to be brought to the Committee for in-person interviews. Regent Wixom seconded.

Regent Geddes noted that Brooke Nielsen or Director of Human Resources Christine Casey may also be able to provide assistance.

In response to a question from Regent Hayes, Dr. Reilly said Nevada's Open Meeting Law is not unique, but it is more stringent compared to some other states. In Wisconsin, for example, the board can enter into executive session for personnel matters and candidate interviews are done in executive session. Mr. Peterson added that the proposed search process, including the engagement of an advisory group, is well-thought-out and strong. He said that candidates will disappear quickly if there is any concern about premature disclosure of their candidacy.

Mr. Pandey recommended the advisory group be expanded to include a faculty member and a community member, such as a chair of one of the community college institutional advisory councils (IACs).

Regent Lieberman expressed a desire to keep the advisory group as small as possible. He believes the individuals recommended by Chair Page represent all areas of interest.

Regent Stephens suggested adding CSN IAC Chair Dr. Nancy Brune to the advisory group. She noted Dr. Brune is an expert in education policy in Nevada.

Regent Lieberman amended the motion to specify that the advisory group assembled to assist the Board Chairman and the AGB Search consultants with reviewing applications, interviewing semi-finalists and selecting the finalists to be brought to the Committee for in-person interviews be comprised of Dr. Jane Nichols, Dr. Carol Harter, Dr. John Etchemendy and, dependent on her ability to serve, Dr. Nancy Brune. Regent Wixom seconded. Motion carried.

4. Approved-Chancellor Search Process – *(continued)*

Dr. Reilly continued his review of the proposed timeline which concludes with a target start date for the new chancellor of July 1, 2017. He noted that, at no additional cost, AGB Search offers to work with the new chancellor for one year to lend support during the transition process.

In response to a question from Mr. Redding, Mr. Peterson indicated the transition period begins immediately after the Board appoints the new chancellor and will most likely extend into the summer months in terms of a full transition.

Regent Lieberman said it is important for the new chancellor to be present in Nevada on July 1.

Mr. Evans expressed appreciation for the way the most recent UNLV president search was conducted, which included community meetings with the finalists. He asked how the consultants plan to approach the finalists' contacts with the institutions and the System office for the chancellor search. Dr. Reilly said when hiring for a statewide leadership role, it can be difficult to get the finalists out to every part of the state. There has been some discussion about using distance technology to augment in-person forums.

Regent Lieberman said the candidates do not need to see all of the NSHE's physical spaces across the state; however, it is essential that people from all institutions be invited to participate. He suggested holding a forum in one or two locations and inviting student and faculty leadership from the other campuses, along with community members, to attend.

Chair Page suggested a neutral site, such as the Smith Center, so that no institution feels slighted.

Mr. McCarty expressed support for the consideration of a neutral site and said he understands the need to use distance technology. He noted that GBC specializes in distance education, and he is certain the campus would be happy to host if there is a distance transmission site there. Mr. McCarty offered a reminder that both he and Dr. Brune serve as IAC chairs and the meetings and discussions of the IAC chairs are subject to the Open Meeting Law.

With regard to the finalists, Mr. McCarty asked if there will be an indication as to whether the candidate submitted an application prior to the March 1 deadline or was handpicked by the consultants. Dr. Reilly clarified that there is not a passive phase where applications are simply collected. They will start working their networks and recruiting candidates beginning on January 9.

In response to a question from Mr. Pindell, Mr. Peterson indicated a seven to nine week window for candidate generation is customary. It is important to move swiftly in order to avoid losing desirable candidates.

4. Approved-Chancellor Search Process – (continued)

With regard to the number of finalists, Mr. Peterson stated that one to four is the right range. He believes the Committee will be better served by having more than one finalist.

5. Approved-Chancellor Leadership Profile and Related Materials – The Committee, advisory members and search consultants reviewed a preliminary draft of the proposed chancellor leadership profile (*Ref. CS-5 on file in the Board office*). The Committee approved authorizing the Committee Chair to work with the search consultants to make revisions to the proposed chancellor leadership profile, based on comments received from the Committee, and to approve the final document.

Dr. Richards suggested expanding the section titled “Organization” to include an explanation of the structure of NSC and each of the community colleges, adding resource stability to the section titled “Current Challenges” and including a statement on compensation.

Dr. Reilly and Mr. Peterson advised that best practice is not to address compensation at this early stage.

Dr. Brooks suggested highlighting the diversity of Nevada’s population in the section titled “The Setting.” Also, when discussing the institutions, she suggested including UNLV’s ranking as the second most diverse campus in the nation and CSN’s designation as a Hispanic-Serving Institution.

Dr. Johnson agreed with Dr. Richards’ suggestion to expand the description of the community colleges. In addition, he suggested noting that the community colleges serve as both a technical college system and an academic college system.

Regent Geddes suggested that each of the community colleges submit two to four sentences to Chief of Staff and Special Counsel Gould for inclusion in the document. He also suggested expanding the description of NSC and moving DRI to a separate paragraph.

Within the “Current Challenges” section, Mr. Bible suggested emphasizing the difficulty of projecting a budget two years in advance.

Ms. McMillan commented on the need for an overarching bullet point that discusses the importance of the candidate’s ability to attract dollars from a multitude of sources in addition to the legislature. She also suggested including more information on outreach and working with community stakeholders.

Chair Page indicated any additional comments from the Committee may be submitted by email to Chief of Staff and Special Counsel Gould through December 13.

5. Approved-Chancellor Leadership Profile and Related Materials – (continued)

Regent Wixom moved approval of authorizing the Committee Chair to work with the search consultants to make revisions to the proposed chancellor leadership profile, based on comments received from the Committee, and to approve the final document. Regent Geddes seconded.

Regent Hayes asked whether it is appropriate to include in the leadership profile a preference as to where the next chancellor should reside. With nearly 75 percent of the population located in southern Nevada and the potential realignment of CSN, Regent Hayes believes it would be preferential for the next chancellor to reside in southern Nevada.

Regent Lieberman agreed, but cautioned against including a geographic deal breaker at this stage in the process.

Regent Geddes suggested including a notation that southern Nevada is preferred but not required.

Motion carried.

6. Approved-Advertising Options – The Committee and the search consultants discussed the chancellor advertisement and the publications in which to place the chancellor advertisement (*Refs. CS-6a and CS-6b on file in the Board office*). The Committee approved authorizing the Committee Chair to work with the search consultants to make revisions to the proposed chancellor advertisement, based on comments received from the Committee, and to approve the final document for placement in the proposed list of publications, with the addition of the *Community College Daily*.

Mr. Peterson indicated the advertisement should be reflective of the leadership profile and will be revised accordingly. He recommended adding the *Community College Daily* to the list of publications in which the advertisement will be placed.

Chair Page indicated the Committee can submit comments on the advertisement and publications by email to Chief of Staff and Special Counsel Gould through December 13.

In response to a question from Mr. Evans, Mr. Peterson indicated AGB Search has achieved positive results with respect to attracting a diverse candidate pool through its advertising strategy and through nominations and recruitment.

Mr. McCarty recommended changing the word “should” to “will” in the bottom two bullet points on page 1 of the advertising and communication plan. This change will expand the reach of the advertisement.

6. Approved-Advertising Options – (continued)

Mr. Peterson noted the profile will be posted on the AGB Search website and the NSHE website.

Regent Wixom moved approval of authorizing the Committee Chair to work with the search consultants to make revisions to the proposed chancellor advertisement, based on comments received from the Committee, and to approve the final document for placement in the proposed list of publications, with the addition of the *Community College Daily*. Regent Lieberman seconded. Motion carried.

7. Information Only-New Business – None.

8. Information Only-Public Comment – None.

The meeting adjourned at 3:22 p.m.

Prepared by: Keri D. Nikolajewski
Manager of Board Operations

Submitted for approval by: Dean J. Gould
Chief of Staff and Special Counsel to the Board of Regents