MEMORANDUM

DATE: October 5, 2011

TO: NSHE Board of Regents

FROM: Chancellor Daniel J. Klaich

RE: Vacancy - Office of President at GBC

This memo is written to you as a result of the vacancy in the office of President at GBC created by the announcement of President Carl Diekhans of his intention to transition to a faculty position and to resign from the presidency not later than December 31, 2011.

In writing this memorandum to you, I am mindful of the opinion issued to you from Chief Counsel Patterson on July 18, 2009, regarding procedures to be followed. The Procedures and Guidelines Manual provides that in the case of a vacancy in the office of a President, the Chancellor, in consultation with the Chair of the Board of Regents, shall prepare a recommendation to the Board of Regents for an Interim President for the full Board’s approval. However, as indicated by Mr. Patterson, there is not a specific protocol to be followed in these circumstances. The informal protocol has been for the Chancellor to make a recommendation to the Board after gathering such input as he deemed appropriate. In this particular case, Chair Geddes and I determined that it was appropriate to include broad input from campus and community constituencies. This is the same process that we used in recommending interim appointments to the Board for presidents of UNLV, NSC, and UNR. The list of groups that we met with is attached to this memorandum (Appendix 1). Regent Melcher and Chief Executive Officer Wasserman attended the meetings and they are in a position to provide additional input for the Board.

In this memorandum I will try to summarize for you the input which we received from these constituencies regarding the traits that they were looking for in a president, and ultimately what person or persons would best meet those traits. Each group offered comments on both the interim and permanent position.

I note that this recommendation concerns only the appointment of an interim president. The Chair indicated during the campus interviews that it was his intention to form a presidential search committee and commence a national search for a permanent president as soon as possible. I would indicate that every group that we spoke with which addressed the issue agreed with this
decision of the Chair – that is, that a prompt national search was highly desirable. The appointment of a search committee, like any other Board committee, is within the prerogative of the Board Chair. Chair Geddes asked each group for recommendations of individuals to serve on the institutional advisory board to the Regents’ search committee.

During this process, I took voluminous notes which I will summarize for you in order to give you as close to the same view of the campus opinions as we got. Before each meeting on campus, either the Chair or I indicated to the group that we were meeting with them to listen to them, and we spoke as little as possible. We indicated that we were there to hear what traits they were looking for in a president and who they might be looking for to serve as president. I would like to express my thanks to the many individuals at GBC and in the community who participated in this process on very short notice and those who helped assemble their respective constituencies. In addition, we received a number of emails from individuals who could not attend the meetings or wished to comment directly to us. Those emails generally reflected the same discussions that the “live” sessions did.

Two comments regarding the campus is appropriate. First, it is clear that Mr. Diekhans is highly respected and appreciated both on the campus and in the community for the job that he has done and the person that he is. This feeling is simply unanimous. Second, Great Basin College is in good shape. There are no significant “burning” issues to be dealt with and no major immediate crises facing the campus. Carl is leaving GBC in good shape, indeed, better shape than he found it, which will influence the recommendation below.

With the foregoing general comments we received the following input:

**FACULTY AND STAFF EMPLOYEES:**

The meeting was opened with remarks from the Faculty Senate Chair. She indicated that there had been two meetings of the faculty since Mr. Diekhan’s announcement, and that the comments she was making reflected those meetings. She indicated that faculty was 100% behind a national search, which they requested to be expedited as much as possible. Her more extended remarks were submitted in writing and are attached to this memorandum as Appendix 2. While faculty encouraged use of a search consultant, they stressed that both the consultant and, hopefully, the individual ultimately selected would be someone who was familiar with rural areas, including more prominently, Nevada and the communities served by GBC. This issue of “fit” was one of the major concerns addressed by virtually every group.

Regarding an interim, faculty indicated the very strong opinion that any person appointed as interim not be considered a candidate for the permanent position. This turned out to be a comment that we heard expressed a number of times during the day. Faculty felt that having an interim that could be a candidate would be a chilling factor on the pool of applicants. They felt that either of the current vice presidents would be excellent candidates for interim and expressed that neither was desirous of applying for the permanent position. (That was confirmed later in the day in discussions with both vice presidents.) The faculty favored as interim an individual who had previously served in that capacity, Vice President Mike McFarlane.

The chair of the Classified Council agreed with many of the characteristics stated by the Faculty Senate Chair. She stressed that the classified employees wanted someone who understood them and their unique characteristics and contributions to the college. The classified employees also
felt that both vice presidents were good candidates, but favored the appointment of Lynn Mahlberg as the interim president. They described Vice President Mahlberg as an “advocate for the classified employees, who was approachable, who knows who we are, how we got here, and where we are going.” They expressed some concern that Vice President McFarlane not be distracted from his role in college accreditation.

Other comments from the meeting (this was an open meeting of all faculty and all classified employees) included:

- Ready for a new, fresh, visionary leader who would take us to the next level.
- Tired of the same old, same old –
- Must understand that we are one college serving many communities.
- Accreditation is a team job, not just that of one person.
- Need someone who understands technology and its importance to the college.
- Must understand and be willing to travel to each community within the service area.
- Must be committed to shared governance.

**STUDENTS:**

The students indicated a desire to seize the opportunity presented by this change to find a dedicated, experienced, and student oriented leader through a national search. They indicated a desire for a president who made time for and was available to students. Support for Vice President McFarlane for interim was expressed by some. They expressed the desire that we find someone who really wanted this job, who understood rural Nevada and would be here for some time. The president had to be committed to traveling.

**COMMUNITY MEMBERS:**

There were approximately 25 members attending this session. Comments from this group fell into views on an interim president, a permanent president, and general comments.

Comments regarding the Interim President:
- Interim President should not be permitted to apply for the permanent position.
- Candidate for interim President should be from within the College; should be an existing Vice President, support expressed for both Vice Presidents Mahlberg and McFarlane.
- If an internal candidate is selected for interim President, bear in mind the burden that person will have performing two jobs (their existing job as well as the interim position).
- Names of specific nominees provided: VP Mahlberg; VP McFarlane; Garry Heberer, retired faculty.

Comments regarding the desired (permanent) President:
Need a person:
- familiar with GBC teaching program with a focus on training for employment.
- who has collaborative skills and will continue the College’s strong partnership with the k-12 school system, and will work well with local businesses, Elko County and other county officials, and other community colleges.
- with fundraising, budget and financing experience.
• with experience in a similar sized community with similar community drivers (specifically agriculture and mining).
• familiar with rural location and rural extensions.
• with “decentralization of authority” as a guiding principle (provide more authority to the remote campuses).
• who will act as a community director and understands and fosters the College’s high level of community involvement/interaction.
• who will bring a business approach, work with the business community, provide training for employment, run the college as a business rather than a governmental agency. Specifically, be more efficient, strategically targeted budget cuts are necessary.
• who is politically savvy; has contacts with legislators.
• who has extensive experience in the State of Nevada and understands problems facing the state.
• who has knowledge of academics but also attuned to business; will maintain the College’s excellence in academics; recognizes both technical and educational/academic aspects of the College are equally important to address needs of students seeking training for employment and students seeking a higher education.
• who has a knowledge of new products that could be utilized to improve the product at GBC.

General comments:
• Should open search to include candidates who do not have a Ph.D.
• Bring the College of Agriculture to GBC.
• There needs to be a greater emphasis to rural programs and technical programs.
• Bring candidates and their partners to the Elko campus and the outlying areas, to be sure they will want to live in the Elko community.
• When appointing the advisory committee to the Regents’ search committee, consider appointing someone from Pahrump and other remote campuses

GBC ADVISORY BOARD:

Comments from members of the GBC Advisory Board who attended an open forum emphasized the following points:

• Must be a “people person” who would be able to form and nurture relationships in the college and in the community.
• Should know academics but understand administration and finances.
• Must be a person who understands the industries of the area and maintains relationships with those industries.
• Someone who has a vision for GBC and is able to understand and respond to local and regional needs.
• Needs someone who understands the degree programs at the college and the direct impact they have on communities in the service area.
• Things are going well and we don’t need someone who is going to turn things upside down.
• Should be someone who is familiar with distance learning and the impact of technology on learning.
• The college could use some fresh blood.
The two vice presidents were discussed by community members as well as Foundation Director John Rice. Dr. Rice was noted as someone who had been instrumental in fundraising.

**FOUNDATION TRUSTEES:**

The Foundation Trustees expressed a comfort level with where the college was now and emphasized the need for stability, continuity, and collaboration between the college and the community.

They felt that private fundraising could be the margin of excellence with many programs, and that the ability to raise funds was a critical qualification.

Again, we heard that the individual must understand rural Nevada and that an “outsider” would be a disaster.

The multiple missions of the college were emphasized and the desire to see someone who understood the vocational and technology missions of the college and who would be active in workforce development was emphasized.

Virtually everyone who talked spoke of “fit.” A number of the Trustees spoke in favor of Foundation Executive Director John Patrick Rice as the person to run the college at this time, for the reasons stated by the previous speakers.

The far flung service area of Great Basin was emphasized and the need of the President to be a leader in many communities. We heard that the president must be comfortable with a lot of windshield time.

We were encouraged to make an appointment of an interim soon and move quickly with a search.

Relationships with the public schools were emphasized as critical.

**RECOMMENDATION FOR FILLING THE VACANT PRESIDENCY**

The Chair has made a decision that there will be a national search and he expressed his preference that the search be assisted by an executive search consultant, a decision that will be made by the search committee. This is a decision that I support and which the college and community clearly supports. As mentioned above, I would also note that the clear majority of those to whom we spoke favored the appointment of an interim who would not be a candidate for the permanent position. While that is a decision for the search committee, I would note that the
individual recommended below has expressed no interest in being a candidate for the permanent position.

The college is stable and current leadership can continue to provide leadership to the college during the search. After listening to all of the constituencies, I agree that one of the current vice presidents would be best able to provide that interim leadership. While it is a very close call, I would recommend that Vice President Lynn Mahlberg be appointed to service as Interim President of Great Basic College. She understands the college and is respected by campus communities as well as the community at large. Vice President Mahlberg has a broad understanding of the various facets of the college. She understands the mission of the college and the communities it services. I am very comfortable that she will be able to maintain the college on its current steady course while the Board conducts a search, and I recommend her appointment as Interim President of Great Basin College. Vice President Mahlberg’s resume is attached as Appendix 3.

I would recommend that you add an item to the meeting scheduled for October 21, 2011 to consider this recommendation. If you accept this recommendation or appoint another interim at that time in the judgment of the Board, I have discussed a transition date with President Diekhans of November 1.

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Appendix 1
List of Scheduled Meetings

September 21, 2011

8:00 – 9:00 a.m. **Campus Meeting with Faculty and Staff** – GTA 130
  (IAV to Battle Mountain, Ely, Pahrump and Winnemucca)

9:00 – 10:00 a.m. **Meeting with Students** – GBC Berg Hall Conference Room
  (IAV to Battle Mountain, Ely, Pahrump and Winnemucca)

10:00 – 11:00 a.m. **Meeting with Community Members** – GBC Berg Hall Conference Room
  (IAV to Battle Mountain, Ely, Pahrump and Winnemucca)

11:00 – 11:45 a.m. **Meeting with Foundation Trustees**
  GBC Berg Hall Conference Room
  (IAV to Battle Mountain, Ely, Pahrump and Winnemucca)

11:45 - 12:30 p.m. **Meeting with GBC Advisory Board** –
  GBC Berg Hall Conference Room
  (IAV to Battle Mountain, Ely, Pahrump and Winnemucca)

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Appendix 2
Remarks from GBC Faculty Senate
The following is from the summary of the faculty meetings that I sent to GBC faculty regarding the two meetings we held prior to your visit to campus on September 21, 2011.

At the first of two faculty meetings held after President Diekhans’s retirement announcement, faculty decided to recommend the following:

1. There is a need for a national search
2. There is a desire that the interim president not be eligible for the permanent position

At the second of the two faculty meetings the following consensus was reached:

1. Interim presidential recommendation
   The appreciation for the dedication of both the VPAA and the VPSS was discussed at length. Both have shown a commitment to GBC and have admirable qualities. The discussion and subsequent decision by the majority of the group was to recommend VPAA, Mike McFarlane, for the appointment of interim president. The following are reasons for that decision:
   • Understands distance education and that impact on GBC.
   • Holds the experience as acting president.
   • Understands the institution as a whole.
   • Has some legislative experience.
   • Grasp and articulates GBC, NSHE, and Board of Regents procedures, policies, initiatives, and concerns.
   • Is recognizable to the outside as one who is aligned with GBC.
   • Holds budget experience.

2. Characteristics of a permanent president
   We began the discussion of the characteristics desired for the permanent position. This discussion will obviously be on-going and refined as we proceed. The permanent president should exhibit the following characteristics:
   • Have a clear understanding of distance education; must understand how widespread the GBC service area is.
   • Have a high level of experience
   • Be an optimist
   • Be a visionary
   • Understand vocational and workforce development
   • Hold some experience with two and four year degrees
   • Be an advocate
   • Be able to make fiscal management decisions well
   • Understand that the communities we serve are working class, most are 1st generation students.
   • Reach out to our external constituencies - be involved in our communities
   • Hold classroom teaching experience
   • Be technologically savvy
   • Have visibility internally and externally
   • Understands community colleges

3. The faculty recommends that the search begin as soon as possible. This will allow time for the process to unfold with a permanent president (hopefully) by July 1st.
Also, starting the search soon allows for the bulk, if not all, to occur during the academic year.

Appendix 3

Lynn M. Mahlberg
156 Lori Lane – Elko Summit Estates
P.O. Box 160, Elko, NV 89803
E-mail: lynn@gwmail.gbcnv.edu
Office 775.753.2282 Residence 775.753.7229 Cell 775.340.2047

Professional Experience

August 1991 - Present

Great Basin College (formerly Northern Nevada Community College)
1500 College Parkway, Elko, Nevada 89801

Positions:

Vice President for Student Services, 2001-Present
Dean of Enrollment Management, 1997-2001
Administrative Officer, 1992-Present
Affirmative Action Officer 1992-2004
Assistant Vice President for Student Services, 1994-2001
Co-Interim Vice President for Academic Affairs, 1995-1996
Director of Admissions & Records, 1991-1999
Acting Vice President for Student Services, Summer 1994 for Vice President’s Sabbatical

Current Responsibilities:

Serve as chief student affairs officer for the College and develop plans for the overall student services: recruitment, admission/registration/student records; student information system operations; degree audit reporting; student financial services; residential living; admission advising and career services encompassing traditional and non-traditional students and special population services, career counseling and job placement; disability services, retention and student development; security; and facilitate the interaction of the college with the Student Government Association.

Collaborate and provide leadership for the integration of student services functions with all academic programs.

Provide leadership and support for the development of programs and services that assist students to clarify and achieve their educational objectives, as well as talents, which contribute to a constructive campus learning environment.

Administrative Officer for receiving, investigating and assuring that institutional and Board of Regents’ policies and procedures are followed for various student and employee
allegations; e.g., sexual harassment allegations, misconduct, etc. Provide appropriate awareness training.

Serve as a member of the President’s Council, as an ad hoc member of the college Advisory Board and Faculty Senate committees as requested, e.g. Curriculum and Articulation. Member of appropriate Nevada System of Higher Education (NSHE) committees, e.g., Vice Presidents – Student Affairs Council; Equity Diversity and Inclusion Council, Millennium Scholarship Advisory, Tech Prep Steering Committee, 2004 Chair and member of the statewide GEAR UP Advisory Council. Presenter for the UCCSN (NSHE) Community College Consortium, 2002 and 2004 as well as the Student Services Symposium and various clubs and organizations.

**Previous Responsibilities:**

Provided day-to-day leadership to coordinate the enrollment management function, process, and plan. Supervised and directed offices of Admissions & Records and Computer Operations; developing, implementing, and communicating policies and procedures throughout the service area. Security Coordinator for the computerized student information system. Served as the institutional Affirmative Action/Equal Employment Officer until a full-time Human Resources Director was hired. Supervised marketing and media services/graphic design until a full-time Public Information Officer was hired. Supervision of the Fitness Center until more academic programs were offered and supervision of the Adult Basic Education and English as a Second Language reorganized into the academic area. Served as co-Interim Vice President for Academic Affairs, responsible for Elko campus (Dr. Cliff Ferry responsible for other sites).

**Other Administrative Experience**

**November 1987 - August 1991**

Yuba College Lake County Campus in Clearlake, California

Assistant to the Dean – Oversight of admission and records functions, registration, matriculation, placement testing program, articulation of certificate program with local high schools, fee course development, course schedules, facility maintenance, public relations.

Acting Dean Summer 1990

Project Manager for Employer Based Training, part-time coordinator for GAIN (Greater Avenues to Independence)

**September 1981 - June 1984**

Administrative Assistant/Office Manager (worked with Bureau of Alcohol, Tobacco, and Firearms to set up business for multi-million dollar winery/vineyards as well as met with distributors, etc., for promotion; on a daily basis worked in conjunction with winemaker and viticulturist) for Chateau Magoon-Lambert, dba Guenoc Winery, Guenoc Vineyards and Langtry House, Middletown, California
**Instructional Experience**

Great Basin College – Instruct courses and seminars as requested on business management topics. Tenured Spring 2001, Professor of Business Administration

Yuba College- Adjunct business faculty with an average teaching load for three years equal to approximately 35% of a full-time load

**Professional Political Experience**

*May 1973 - January 1975*

Appointment and Legislative Secretary to Assemblyman Daniel Boatwright, State Assembly, State Capitol, Sacramento, California

*January 1973 - May 1973*

Assistant to the Secretary of the Senate Rules Committee, State Capitol, Sacramento, California

**Self-Employed**

*January 1975 - September 1981*

Real Estate Agent
Earle W. Wrieden Real Estate & Insurance, Middletown, California

**Education**

Doctoral Program Ed.D course work – six credits, University of Nevada, Reno began January 1996, Reno Nevada. Accepted into the Colorado State University, Ed.D. program, Fort Collins Colorado, August 2000 (*Did not attend due to critical health/death in family and work commitments.*)

Masters of Business Administration in Management, Golden Gate University, Sacramento, California granted April 7, 1990.

Bachelors of Science in Business Administration, Management, California State University – Chico, granted September 1, 1972 in Chico, California

Associate of Arts, Yuba College, granted June 12, 1970 in Marysville, California.

**Credentials & Licenses**

California Community College Supervisor Credential #352178, Valid for Life, May 14, 1990
California Community College Instructor Credential #364355, Valid for Life, May 14, 1990--Subject Matter Areas of (1) Business and Industrial Management (2) Office Services and Related Technologies

State of California Real Estate Salesperson’s License 1974-1990, with Earle W. Wrieden Real Estate, Middletown, California

**Honors**

University and Community College System of Nevada  
Board of Regents Outstanding Administrator 1999-2000

**Professional Memberships & Community Service Affiliations**

**2001 - Present**

Member of the Student Affairs Administrators in Higher Education (NASPA)

**1991 - Present**

Member of the national American Association of Collegiate Registrars and Admissions Officers (AACRAO)–Served as Hospitality Chairperson and Local Arrangements Committee for the 86th Annual AACRAO Conference.

Member of the regional Pacific Association of Collegiate Registrars and Admissions Officers (PACRAO)—Served as Exhibit Chairperson and on the Local Arrangements Committee for the 67th Annual Conference. Session Presenter.

**1995 - Present**

Hosted first bi-annual meeting of the Nevada Association of Collegiate Registrars and Admissions Officers (NVACRA0) in November 1995

**2005 - 2010**

Advisory Board member of the Nevada Geriatric Education Center (*program of the University of Nevada School of Medicine*)

**2004 - Present**

Board Trustee for Bright Path Adult Enrichment Center

**2003 - 2004**

Advisory Board Member of Highland Manor –Rehabilitation and Skilled Nursing Center

**1998 - 2003**
Member of the American Association of University Women (AAUW)

1994 - 2000

Board Director for the Vitality Center to 1998
Advisory Board member 1998-2000

2002 - 2004

Member of the Elko Lions Club

1993 - 1998

Member of the Elko Kiwanis Club