SEARCH PROSPECTUS:

Chancellor
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Search</td>
<td>3</td>
</tr>
<tr>
<td>The Setting</td>
<td>4</td>
</tr>
<tr>
<td>Demographics</td>
<td>4</td>
</tr>
<tr>
<td>Governance</td>
<td>5</td>
</tr>
<tr>
<td>Organization</td>
<td>6</td>
</tr>
<tr>
<td>University of Nevada, Las Vegas (1957)</td>
<td>6</td>
</tr>
<tr>
<td>University of Nevada, Reno (1874)</td>
<td>7</td>
</tr>
<tr>
<td>Desert Research Institute (1959)</td>
<td></td>
</tr>
<tr>
<td>Nevada State College (2002)</td>
<td>8</td>
</tr>
<tr>
<td>College of Southern Nevada (1971)</td>
<td></td>
</tr>
<tr>
<td>Great Basin College (1967)</td>
<td>9</td>
</tr>
<tr>
<td>Truckee Meadows Community College (1979)</td>
<td></td>
</tr>
<tr>
<td>Western Nevada College (1971)</td>
<td></td>
</tr>
<tr>
<td>Current Challenges &amp; Opportunities</td>
<td>10</td>
</tr>
<tr>
<td>Duties and Responsibilities</td>
<td>11</td>
</tr>
<tr>
<td>Expectations and Attributes of Leadership</td>
<td>12</td>
</tr>
<tr>
<td>Nominations and Applications</td>
<td>14</td>
</tr>
</tbody>
</table>
THE SEARCH

The Board of Regents of the Nevada System of Higher Education seeks nominations and applications for Chancellor of the Nevada System of Higher Education (NSHE) to lead a growing, dynamic system of eight institutions committed to serving the needs of the citizens of the State of Nevada.

The Regents seek a new leader to build upon the stability and momentum the System has gained in recent years. Nevada is a growing state with an economic outlook that is among the brightest in the United States. The demands of a changing economy which also bring increased expectations for higher education, together with initiatives of the governor and state legislature, spurred on by a forward-leaning business community throughout the state, offers exceptional opportunities for the right leader to help shape the future direction and momentum of this vital state and region.
Nevada’s relatively small population (estimated at 3.09 million for 2019) ranks Nevada 33rd in the United States, but its small size belies the outsized shadow cast by the energy, intelligence, and spirit of its people who are increasingly initiating and sustaining new examples of business, entrepreneurship, and manufacturing for the 21st century. Two recent indicators of momentum are that from 2011 to 2016, Nevada’s population grew 8.5 percent, and it is the only state that maintained a growth rate of 25 percent or greater for the last three decades. In fact, Nevada has been the fastest-growing state for five straight decades [source]. Also, from 2012 through 2017, Nevada ranked fourth among states in overall best growth, based on GDP growth, growth of young population, and overall net migration [source].

With an economy originally founded on mining but shifting to tourism by the mid-20th century, Nevada complements its tourist-centric economy with an emerging highly skilled technological base. This is a product of its own policy investments and as a natural outgrowth of its proximity to its Pacific Rim neighbor, California. As the new economy emerges and matures, so must Nevada’s educational system at all levels, led by its colleges and universities in a coordinated focus on the future.

The Nevada System of Higher Education comprises two universities (University of Nevada, Las Vegas and University of Nevada, Reno); one state college (Nevada State College); one research institute (Desert Research Institute); and four community colleges (College of Southern Nevada, Great Basin College, Truckee Meadows Community College, and Western Nevada College). The opportunity for contribution and impact offered by the Chancellor position is best illustrated by noting that Nevada is unique in the comprehensiveness and dominance of its public system of higher education. Thus, the NSHE Chancellor serves as the dominant voice for higher education in Nevada.

The population of Nevada is highly diverse, and this is reflected in its educational system as a whole. As of the 2015 Census, Nevada’s 2,890,845 citizens were 52.7% White; 27.2% Hispanic; 8.0% Black; 7.4% Asian; 3.1% Two/Blended; 0.9% American Indian; 0.6% Pacific Islander; or 0.1% Other.

The Nevada System of Higher Education is committed to ensuring that its institutions are reflective of the state’s population and supporting campuses that meet the current and future social, economic and workforce needs of a highly diverse state. As of 2017, fall enrollment (headcount) within the system was approximately 45% white and 55% minority. Minority enrollment exceeded non-Hispanic white enrollment at three NSHE campuses: University of Nevada, Las Vegas; Nevada State College; and the College of Southern Nevada.

Currently, the College of Southern Nevada, Nevada State College, University of Nevada, Las Vegas, and Truckee Meadows Community College have received the federal designation as Hispanic Serving Institutions (HSI). HSIs are eligible institutions that have an enrollment of undergraduate full-time equivalent students that is at least 25 percent Hispanic students. Two NSHE institutions (University of Nevada, Reno and Western Nevada College) are considered emerging HSIs, defined as institutions that serve a Hispanic population between 15 and 24.9 percent. In addition, CSN, NSC, and UNLV have also received Minority Serving Institution (MSI) designations.
The NSHE is currently governed by the Nevada Board of Regents, a 13-member body that is elected by popular vote from districts across the state to serve six-year terms. However, there is a possible constitutional change (AJR5) that will be considered on the November 2020 ballot that may have ramifications for Nevada’s elected governing board.

Under the current structure, the Chancellor is responsible to the Board of Regents as a whole and works closely with the Board Chair and Vice Chair. As NSHE’s chief executive officer, the Chancellor supervises the eight NSHE presidents, ensures the Board of Regents’ policies are implemented throughout the system, and serves as the system liaison with the governor, state legislators, and other public officials and community leaders.
Search Prospectus: Chancellor

Universities, State College, and Research Institute
Research institutions include the University of Nevada, Reno (1874) with approximately 21,000 students; the University of Nevada, Las Vegas (1957) with over 31,000 students; and the Desert Research Institute (1959) with campuses in Reno and Las Vegas.

UNR and UNLV are categorized in the Carnegie Classification of Higher Education as doctoral universities with very high research activity (formerly R1). DRI serves as the non-profit environmental research arm of NSHE and conducts basic and applied research focused on the effective management of air, water, and land resources within the state, across the nation, and in several foreign countries.

UNIVERSITY OF NEVADA, LAS VEGAS (1957)

UNLV’s diverse faculty, students, staff, and alumni promote community well-being and individual achievement through education, research, scholarship, creative activities, and clinical services. The university offers a broad array of undergraduate and graduate studies and research in fields, such as:
- Architecture
- Business
- Dental Medicine
- Engineering
- Fine Arts
- Health Care Administration
- Hotel Administration
- Law
- Liberal Arts
- Medicine
- Nursing
- Sciences
- Urban Affairs
UNIVERSITY OF NEVADA, RENO (1874)

UNR is an internationally-respected, high-quality, accessible, arts and sciences land-grant university, fully-engaged with Nevada’s citizens, communities, and governments to improve economic and social progress. UNR offers a collection of academic programs, from certificates to doctoral degrees, within 11 colleges and schools:

- Agriculture, Biotechnology & Natural Resources
- Business
- Community Health Sciences
- Education
- Engineering
- Journalism
- Liberal Arts
- Medicine
- Nursing
- Social Work
- Science

DESERT RESEARCH INSTITUTE (1959)

DRI is a world leader in environmental sciences through the application of knowledge and technologies to improve people’s lives throughout Nevada and the world. With more than 400 employees and two main campuses in Reno and Las Vegas, skilled scientists, engineers, technicians, and students are collaboratively focused on understanding and answering critical questions in atmospheric sciences, earth & ecosystem sciences, hydrologic sciences, climate data & services, fire sciences, water sustainability, data analytics & cybersecurity, public health & the environment, and advanced autonomous systems.
NEVADA STATE COLLEGE (2002)

NSC is a comprehensive four-year teaching institution, serving approximately 5,500 students and emphasizing career preparation for success in the real world. NSC offers baccalaureate degree instruction in majors that span such fields as Biology, Business Administration, Education, Engineering Technology, History, Mathematics, Psychology, and Speech Pathology within three schools:

- Education
- Liberal Arts and Sciences
- Nursing

Community Colleges
The College of Southern Nevada, Great Basin College, Truckee Meadows Community College, and Western Nevada College comprise the two-year sector. Two-year degrees, certificates of achievement, and skills certificates are available at these institutions, and some offer four-year programs as well. Collectively serving over 55,000 students, they offer local access to higher education and provide curricular offerings in response to the state’s growing need for increased intellectual attainment, high-skilled workforce development, and job training. The report of a prior special task force concluded that “the hallmark of Nevada’s community colleges has been their flexibility in meeting the ever-changing needs of citizens, communities, and employers in the state.”

COLLEGE OF SOUTHERN NEVADA (1971)

CSN, the largest and most ethnically diverse college in Nevada, is Southern Nevada’s sole community college and enrolls approximately 35,000 students each year on three main campuses in North Las Vegas, Las Vegas, and Henderson. The college offers more than 150 degrees and certificates in more than 90 areas of study – with 23 degrees and certificates available entirely online. Degrees and certificates are organized into the following areas of study:

- Public Safety
- Social & Behavioral Sciences

- Art & Design
- Biological & Physical Sciences
- Business
- Computing & Engineering Technologies
- Education
- Health Sciences
- Hospitality & Culinary Arts
- Humanities & Communication
- Industry, Manufacturing Construction & Transportation
GREAT BASIN COLLEGE (1967)

Located in the town of Elko and serving approximately 3,900 students online and on campus, **GBC** offers a combination of certificates and associate and baccalaureate degrees in technological and professional fields, such as:
- Arts and Sciences
- Business and Business Administration
- Computer Technologies
- Education
- Health Sciences & Nursing
- Human and Social Services
- Social Sciences
- Technology & Industry

TRUCKEE MEADOWS COMMUNITY COLLEGE (1979)

**TMCC** is a comprehensive community college serving 11,600 students at five campus centers and more than 20 community locations in the greater Reno area. The college offers over 50 programs of study that lead to more than 160 degree, certificate, and university transfer programs. TMCC also offers occupational training, career enhancement workshops, and non-degree learning opportunities. Programs are offered in four academic divisions:
- Business and Social Sciences
- Liberal Arts
- Sciences
- Technical Sciences

WESTERN NEVADA COLLEGE (1971)

**WNC** is a comprehensive community college serving more than 3,700 students over a widespread, five-county area. Based in Nevada’s capitol, and just 12 miles from beautiful Lake Tahoe, WNC reaches out to diverse communities with campuses in Carson City, Fallon, and Douglas, and instructional centers in Fernley and Yerington. Degrees and certificates in fields, such as Nursing, Emergency Medical Services, Construction Management, Deaf Studies, and Graphic Design are available in the Nursing & Allied Health Programs as well as Professional & Applied Technology Programs.
Several opportunities for leadership await the new Chancellor of NSHE:

The Nevada System of Higher Education is a complex system of institutions of varying mission, size, and maturity. The next Chancellor will need to understand and balance the diverse needs of each of these institutions while being a strong voice for the system as a whole. Working on behalf of the Board of Regents, the new Chancellor will have the opportunity to determine and define a shared agenda for the role of higher education in the future success of Nevada.

The Nevada legislature convenes only once every two years; thus, one of the persistent challenges faced by the Chancellor and the system staff is to project revenues and develop a budget two full years in advance. The 2019 legislative session proved successful in some areas (for example, $162M in capital funding, a 10.88% budget increase over the biennium, fully-funded student scholarship programs), but there was also a $30M reduction in available research dollars over the next biennium. The next Chancellor will play an active role in securing and allocating resources, including working closely with the Governor’s office and legislators to advocate for research funding and educate them on the important role of research in Nevada’s communities and in the larger global arena.

The Board of Regents recently adopted 2025 goals for graduation and year-to-year persistence rates for all seven degree-granting institutions. Similarly, new policies have been adopted to more effectively provide student advising and corequisite support for students needing remediation. The next Chancellor will need to champion efforts at individual institutions and across the system to implement best practices and initiatives to support student success, retention, and graduation.

Clearly, the Chancellor’s leadership by force of vision, example, and experience will carry a premium and create needed support for critical policy choices that lie ahead.

Significant progress has been made to create strategic partnerships with K-12 school districts to promote college and career readiness. The next Chancellor will need to continue to identify collaborative approaches to helping Nevada students succeed by being better prepared to enter college and/or the workforce.

CURRENT CHALLENGES & OPPORTUNITIES
The Chancellor serves as the academic and operational leader for the NSHE with responsibility for more than 112,000 students, 12,000 faculty and staff, and an annual operating budget exceeding $1.5 billion from appropriated and non-appropriated sources. The Chancellor’s specific responsibilities will include:

- Supporting the Board of Regents in its governance and coordination functions, including developing agendas in collaboration with Board leadership and acting as spokesperson for all NSHE official communications;
- Coordinating with the Board on the recruitment, appointment, and transitions of campus presidents, while also honoring the norms and values of shared governance within the academic context;
- Conducting annual and periodic evaluations of campus presidents, while also providing for their continual professional growth and development;
- Supporting and facilitating the productive engagement of the Council of Presidents;
- Active engagement with, and direct accessibility to, Faculty Senate and student leadership at the NSHE system level, and directly with faculty and student representatives at each campus;
- Development of systemwide academic and administrative policies in accordance with principles of shared governance and campus collaboration;
- Leading, inspiring and effectively managing the system staff—located in both Reno and Las Vegas—including units responsible for system administration of computing services, education and research grants, the Community College Collaborative, academic and student affairs, government and community affairs, finance and budget, audit and compliance, legal affairs, and human resources, with active personal presence in both locations;
- Developing, in collaboration with the Board and member institutions, a biennial budget for higher education in Nevada supported by national best practice in the efficient and cost-effective administration of funds allocated by the Legislature;
- Promoting the effectiveness of NSHE and campus programs—including in-person, online and hybrid forms of delivery—while ensuring the efficient use of state funding;
- Advocating for higher education with the Governor’s office, Nevada Legislature, and the Nevada congressional delegation, and with county and municipal officials, school system leaders, and business and other community leaders;
- Championing the value of higher learning, inquiry, and discovery throughout the State, and promoting the value of research, scholarship, and high-quality teaching as a social and economic good while defending the values of higher education, including free expression, academic freedom, shared governance, diversity, inclusion, and access;
- Planning for the future by developing and implementing a strategic vision for higher education in Nevada aligned with the state’s goals for higher education attainment, workforce development, and economic diversification; and
- Developing collaborative projects with secondary education and business partners to improve P-20 education outcomes, thereby ensuring coordinated workforce development and improved economic diversity.
The next Chancellor must have great capacity for leadership. The Chancellor’s role requires the ability to work effectively with the Board of Regents, with the Governor and Legislature, with the eight member campuses, and with innumerable partners and supporters. The new Chancellor must be a forward-thinking, creative, and fair leader of the highest integrity. The Chancellor will have demonstrated collaborative skills and the ability to establish statewide partnerships, as well as bring systemwide constituencies together for the purpose of advancing the system and creating a shared culture of change and excellence. The Chancellor will know sound planning techniques and advance the Board’s five strategic goals at all NSHE institutions: increasing access to higher education, improving student success, closing the achievement gap, addressing workforce needs, and emphasizing solution-focused research. Further, the Chancellor will be committed fully to individuals of all ethnic, cultural, and economic backgrounds, as well as Nevada’s goal of preparing the workforce and an educated citizenry. The Chancellor will be an advocate for the system and the P-20 community, especially through the “Nevada Ready!” initiative, designed to raise awareness of the state’s public schools’ standards in preparing students for college and career. The next Chancellor should have or quickly develop keen knowledge of higher education management and national higher education trends.

Expectations for the new Chancellor’s leadership go well beyond a role of basic advocacy for the system. The Chancellor may serve as a member of the Governor’s Cabinet or otherwise have a direct and senior leadership role within state government and must demonstrate a commitment to and facility for joining with elected and agency leadership in establishing and meeting broader college attainment, economic, and workforce development goals for Nevada as a whole.

In addition to these expectations, the new Chancellor would ideally demonstrate and embrace the following:

- Commitment to the Board of Regent’s vision, mission, goals, and policies;
- A deep understanding of the missions of higher education institutions and the multiple roles of faculty within those institutions;
- Progressive senior level administrative/academic experience, preferably in a multi-institution or multi-campus context, within higher education or other comparable entities;
- Strong experience and appreciation for necessary principles of business and finances, with demonstrated success in budgeting, resource generation, change management, and planning, particularly within complex public or nonprofit contexts;
• Students-first focus, welcoming and including students with diverse backgrounds and goals, and an openness to engaging directly with students;
• Demonstrated support of a systemwide inclusive environment ensuring diverse and inclusive environments for faculty, staff, and students;
• Vision and success with strategic planning design, initiatives, and delivery;
• Excellent relationship-building skills and knowledge of public policy development and budget and resource development in a complex public context;
• Sensitivity and commitment to the distinctive missions of all campuses within the system, including research, professional education, vocational training, and access;
• Respect for faculty/staff contributions within the context of a strong appreciation for shared governance;
• Supportive of a collaborative environment among system presidents and office staff;
• Approachable with strong spoken, written, and listening skills in a transparent environment;
• An understanding and appreciation for the diverse people, geography, cultures, politics, businesses, public and community services, and other aspects of life and higher education in the dynamic and growing state of Nevada;
• Visible, entrepreneurial, creative and collaborative presence to enhance the image of and support for the system;
• A desire to work closely with the business and statewide community, particularly on workforce development for the current and future needs of the State;
• An earned doctorate or terminal degree from an accredited institution of higher education (preferred); and
• Meeting all the other criteria and expectations of Nevada Revised Statutes section 396.210 and Board of Regents Bylaws, Article VII, Section 3.
NSHE is being assisted by Academic Search. Confidential discussions may be arranged by contacting senior consultants:

- **Jay Lemons**
  jay.lemons@academicsearch.org
- **Bill Howard**
  bill.howard@academicsearch.org
- **Bernadette Gray-Little**
  bernadette.graylittle@academicsearch.org

Best consideration will be given to applications received by **March 2, 2020**. Applications should include a detailed cover letter, a current CV, and a list of five professional references with contact information and an explanation of the working relationship. References will not be contacted without explicit permission from the candidate. Inquiries, nominations, and applications should be sent to NSHEChancellor@academicsearch.org.

As a public body, NSHE is required to comply with Nevada’s Open Meeting Law. While the search process will comply with the Open Meeting Law, it is designed to maintain candidate confidentiality during the early stages of the search. Final interviews and selection will occur at a public meeting, and biographical information and resumes of the final candidates will be made public and posted in the agenda for the public meeting where the interviews and selection process will occur. Specific questions about this process can be directed to one of the Academic Search consultants.

The Nevada System of Higher Education hires only United States citizens and aliens lawfully authorized to work in the U.S. The NSHE is an affirmative action, equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, age, creed, national origin, veteran status, physical or mental disability, genetic information, sexual orientation, gender identity, or gender expression.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting Nevada System of Higher Education in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit http://www.academicsearch.org/.

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