

UNIVERSITY OF NEVADA, LAS VEGAS PRESIDENTIAL PROSPECTUS

The University of Nevada, Las Vegas invites nominations and expressions of interest for the position of President. The President reports to the Chancellor of the Nevada System of Higher Education (NSHE), and is accountable through the Chancellor to the Board of Regents.

OVERVIEW

The University is a comprehensive research university with enrollment of approximately 28,000 students from all 50 states and from 100 countries. UNLV offers over 100 undergraduate programs and nearly 120 graduate and professional programs in a wide range of disciplines and employs 2,900 faculty and staff. It is located on a 332-acre main campus with two satellite campuses in vibrant Southern Nevada. UNLV has created more than 80 new degree and certificate programs over the last decade including Nevada's only law and dental schools. The University is in the groundbreaking process of establishing a medical school. At its core, the University offers the full range of degrees and programs of a major research university on the rise. The University is currently designated as a "High" Research University, according to Carnegie Foundation's listing of colleges and universities and has started an initiative to become a top 100 American research university with a "Very High" research designation. UNLV's entrepreneurial spirit has led to such distinctive initiatives as internationally recognized programs in hotel administration, creative writing, and innovative desert environmental programs. UNLV competes in NCAA Division I in 17 intercollegiate sports. The University plays a vital role in the local economy and considers itself a partner in community engagement and economic development in Nevada.

A detailed prospectus and institutional profile including the University's history, demographic profile, master and strategic plan, academic programs, research activity, system of governance, and state and community context for higher education may be found on-line at www.unlv.edu/presidentsearch.

The Board of Regents of the NSHE is seeking an energetic and visionary leader with integrity to assist the University in fulfilling its mission. A successful candidate must work with a wide range of constituencies to continue to plan for the University's future. The next President must possess a respect for shared governance, strong communication skills, and a commitment to pursuing diversity and ensuring student success while aggressively promoting the highest quality in academics, research, student life, alumni relations, and service to the community using the system's master plan as well as the institution's master and strategic plans for guidance.

DISTINCTIVE FEATURES OF THE UNIVERSITY

The presidency of UNLV is an uncommon opportunity and certainly one of the most attractive leadership positions available in American higher education. The University offers the next President the following strengths and opportunities:

- One of the nation's most diverse campuses for undergraduate students according to the 2014 *U.S. News and World Report* best college rankings;

- Awarded Minority Serving Institutions status in 2012 and designated as an emerging Hispanic Serving Institution;
- A University with an internationally recognized program in hotel administration;
- An exceptionally strong and accomplished faculty dedicated to teaching and who are active scholars;
- Outstanding financial management as indicated by successive years of balanced budgets, endowment strength, and solid alumni support;
- A sense of pride and intense community spirit shared by UNLV faculty, staff and students, the Board of Regents, and the community of Las Vegas;
- An extensive and well maintained information environment including an excellent library facility and technology infrastructure;
- A University located in a vibrant and dynamic city which is emerging as a premier urban university in a desert environment; and
- A history that embraces the traditional values of higher education adapted for the global community.

PRESIDENTIAL LEADERSHIP

The UNLV culture is one that seeks participation, inclusiveness, and consensus-building. Effective communication is key to leadership in this culture. The new President must possess strong leadership skills in order to carry out the following goals:

Develop Shared Vision, Identity, and Priorities for UNLV (Strategic Focus)

The President is the University's public face. While any new President is expected to lead in establishing clear vision, identity, and priorities for an institution, every place and time will present unique needs and imperatives. UNLV must articulate what all share and believe about the direction and future of the institution in guiding its planning and prioritization of resources. One of the President's most important roles will be to lead the University in articulating a compelling vision and in planning how that vision will be realized.

Provide Distinguished and Trusted Leadership

UNLV has loyal and hardworking faculty and staff who look to the President for leadership, collaboration, and empowerment. The next President must engage the entire community in reflecting, visioning, and planning for the future of the University. Additionally, he/she must maintain a working knowledge of trends and national priorities for higher education as well as public and social policy in America. In doing so, the President must engage the community in discussions of the academic mission and program, encourage the setting and achievement of high standards, and serve as an external interpreter and an enthusiastic spokesperson for the University.

Foster Collegial and Other Relationships

It is imperative that the new President forge the best of personal and professional relationships with key constituencies. UNLV is a caring residential community of faculty, students, and staff, living and working together in an atmosphere of respect and common purpose. It is expected that the new President will be supportive and comfortable in an environment of shared governance; will provide a style of leadership that recognizes the central importance of continuing to build campus community; and will attend to the University's relationships with the surrounding region.

Build Upon a Growing Research Agenda

National competition for excellent research faculty is intense. UNLV is in need of extensive infrastructure first to attract and then to support the quality of research envisioned towards the attainment of the Carnegie Foundation Research University /Very High designation. Creating a culture that supports research includes issues such as facilities, technology resources, library collections, reward systems that support research, and faculty workload. It is a goal for UNLV to become more competitive in the national marketplace for external funding.

Prioritize and Implement University Goals

With an established foundation for strategic planning now in place, it is important for the University to continue allocating its resources in ways that best achieve its objectives for the future. The President must be a consensus builder and work in consultation with all stakeholders, both internal and external, to articulate a vision for the University and develop a prioritized set of goals.

Integrate Teaching and Research Missions

UNLV is in a position to create what other large and prestigious research universities are attempting to resurrect: more closely integrated teaching and research missions. Research-based learning can provide an opportunity for students to develop critical, analytical skills and competencies that will contribute to academic success, success in the workplace, and lifelong learning.

Strengthen, Embrace and Enhance Diversity in all Forms

The President will be expected to embrace the commitment to diversity, fairness, and inclusion across the institution. In collaboration with the President's Advisory Council and the Office of Diversity Initiatives, important progressive endeavors in faculty hiring and leadership development must occur. A commitment to improving retention and graduation rates among students, as well as strong efforts to attract new students from a diverse population, must be a primary focus of the new President.

In December 2012, UNLV was awarded Minority Serving Institution status under Title III. Title III designation is awarded to institutions serving a large population of Asian American, Native American, and Pacific Islanders. UNLV was also designated as an emerging Title V, or Hispanic Serving Institution. The University is in the early stages of developing a Louis Stokes Alliance for Minority Participation (LSAMP) Program focused on recruiting, retaining, and graduating underrepresented populations in STEM disciplines. The LSAMP Program is affiliated with the National Science Foundation and strives to increase the number of underrepresented members in STEM academic disciplines and STEM career pathways. In 2012, the University established the Office of Veteran Services and the Student Veterans & Military Family Services Committee to better serve its growing student veteran and military family community by developing a welcoming, veteran-friendly campus environment that fosters academic and personal success.

Increase the Visibility/Ranking of the Institution and Programs

Given its goal of raising the academic profile of the University and its many programs, it will be important for the new President to help clarify the academic vision and to raise the visibility of the institution nationally and internationally. In addition, a focus on building quality in all programs and services offered by the University will be critical to the success of the institution and its eventual impact on the region.

Enhance Research and Economic Development Activity

With over 100 graduate degree programs, millions of dollars in external grants and contracts, and a faculty whose educational experiences include the top research institutions in the world, UNLV's capacity and activity continues to grow at a rapid pace. The University is taking an active role in regional economic development and diversification through its community partnerships. The UNLV Foundation, incorporated in November, 1981, is a 501(c)(3) organization that serves as the primary fundraising and gift management agency for the University. The Foundation serves as UNLV's development office and is responsible for all UNLV fundraising and donor relations activity. Approximately 60 alumni and community leaders serve on the Board of Trustees, generously supporting the University in many ways and providing important links between the University and the community. The Foundation holds and invests about \$160 million in endowment funds and approximately \$80 million in short-term and other gift assets for UNLV.

Embrace Shared Governance

The University of Nevada, Las Vegas has a history of shared governance with faculty and students. The classified staff, through its employee council, also seeks meaningful opportunities to participate in shared governance. The next President must have an appreciation for the strength and value of inclusive, collegial consultation and results-oriented decision-making.

Strengthen Resource Acquisition, Allocation and Management

Although the University anticipates continued fiscal responsibility, as with most public research universities, the financial picture must remain a top priority. Fundraising and fiscal management should continue to be a principal focus of the President's attention. The University's endowment must grow consistently with a focus on scholarships, capital needs, salary growth, and budget relief.

Enhance the Positive Relationships among the University and its Communities

The University of Nevada, Las Vegas is important to the economic destiny of Nevada. With that in mind, the University has developed exceptional relations with elected government leaders and has also engaged in community and business partnerships that encourage economic development and community service. It is essential for the leadership of the University to continue nurturing these relationships. In addition to elected governmental officials, key constituencies include University alumni, community-based supporters and donors, the NSHE Board of Regents, the media, and NSHE institution Presidents.

The Place of UNLV in the Greater Community

The next President must have a clear vision and be an articulate and persuasive spokesperson in conveying the importance of a research university to the fabric of life in the broader community and for the state of Nevada. UNLV is positioned to build a research university of the future with its roots in the community. Departments, programs, and services across the University have aligned their strategic directions with the University's strategic plan, committing to the concepts of the "engaged research University." The President should understand, communicate, and promote the myriad of ways the University enriches the quality of life in Nevada.

PRESIDENTIAL ATTRIBUTES

To provide the leadership required to enhance the University's distinguished academic program, it will be important that the next President have the following attributes:

- Excellent communication, political, and interpersonal skills that will facilitate understanding and successful advocacy on behalf of the University with the legislature, University supporters, economic development entities, media, and the NSHE colleges and institutions;
- An understanding of the implication that higher education is a critical driver and component of the economic engine in the state of Nevada;
- The wisdom and ability to guide the University into productive collaborations/partnerships with external entities without compromising the University's basic academic values;
- Experience with or understanding of an institution with Carnegie Foundation designation as "Research University/Very High" (RU/VH);
- A principled view of the world and the confidence to make decisions based on those principles;
- A deep understanding of what goes into excellent research, teaching, scholarship, and service;
- An excellent mind with a broad vision, varied interests, a fresh perspective, balanced judgment, and creativity;
- An appreciation of UNLV's distinctive culture and values;
- A commitment to embrace diversity in thought and action;
- Significant and successful administrative or executive experience;
- Experience with or understanding of engagement with alumni;
- An approachable style, an aptitude for, and the entrepreneurial spirit to raise private funds and to engage enthusiastically in finding new funding sources;
- An understanding of the role that a Division I Athletic Program can play in growing and elevating the entire university and the perception within the community;
- A demonstrated commitment to public safety issues;
- Experience with major capital improvement projects;
- Ability to oversee the creation of a medical school;
- A commitment to recruit and retain students by providing a student-centered environment at all levels of study;
- A demonstrated commitment to student success;
- A collaborative leadership style that builds upon relationships and a sense of community and teamwork;
- Ability to manage growth and resource allocation strategically;
- Excellent communication skills with a comfortable public presence;
- The ability to excel as a leader in a consultative environment, skill in negotiating with all groups, and experience as a decision-maker; and
- Energy, stamina, enthusiasm, and sense of humor.

While recognizing the President is the leader of the University and the ultimate decision-maker, the President should recognize the valuable resources on and off campus and provide opportunities for people to have input. The President should be a great listener and learner, be student-focused, and instill respect for the University processes and procedures.

It is preferred that the successful candidate will have earned a terminal degree or have a record of scholarship or professional experience in higher education, business, nonprofit organizations or government, and have exemplary integrity. Senior level administrative leadership experience in higher education is strongly preferred.

THE PROCESS OF CANDIDACY

Nominations and expressions of interest should be sent to:

Jerry H. Baker, President
Baker and Associates LLC
4799 Olde Towne Parkway – Suite 202
Marietta, GA 30068
jbaker@baasearch.com
770-395-2761

Candidates should submit a resume and a letter of interest responding to the Presidential qualifications stated above. When final candidates are presented to the Search Committee, the state's open meeting laws will apply.