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## MEMORANDUM

DATE: January 23, 2014  
TO: NSHE Board of Regents  
FROM: Chancellor Daniel J. Klaich  
RE: Vacancy - Office of President at UNLV

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This memorandum is written to you as a result of the vacancy in the office of President at UNLV created by the resignation of President Neal J. Smatresk. I recently communicated with the Board regarding the procedure to be followed in these circumstances as a result of the vacancy in the presidency at Western Nevada College. However, in order to keep this document complete within itself, I will repeat a number of the matters that I raised in that memorandum.

Since there was last a vacancy in the office of UNLV President, the Board adopted new policies that are now being followed. A copy of the Board policy on filling a vacancy is attached as Appendix A. Per Board policy, the President of each campus designated and filed with the Chancellor's office a written statement designating the officer in charge in the event of a vacancy. In the case of UNLV, President Smatresk designated Executive Vice President and Provost John White as the officer in charge. Provost White is now acting in that capacity.

### THE PROCESS OF COLLECTING INPUT

Pursuant to the referenced Board policy, Chair Kevin Page and I scheduled a series of meetings with key stakeholder groups of UNLV on January 16, 17 and 22, 2014. The Chair invited Vice Chair Richard Trachok, and Board Chief Executive Officer Scott Wasserman to attend. The schedule of meetings is attached as Appendix B.

Before each meeting on campus, the Chair indicated to the group that we were meeting to listen to them, and that we would speak as little as possible. He indicated that we were there to hear what traits they were looking for in a President and who they wish to serve as President. Chair Page also indicated that anyone who did not wish to comment in one of these open sessions was welcome to call or email any of the individuals present. Chair Page started every meeting with a review of the process and the Open Meeting Law, discussing among other matters makeup of the search committee (if that was the direction of the Board), timing and the potential for use of a search consultant. He specifically emphasized the difference between acting and interim

president and the impact of that decision on the process. While discussed more below, this distinction is critical in the Board policy and should be emphasized in the decision making process so that the actions of the Board are clear to all.

In this memorandum I will try to summarize for you the input we received from these constituencies in order to give you as close to the same view of the campus opinions as we heard. (Please note that I did not try to edit comments or to express my opinion on the comments except as reflected in the section containing my recommendation.) Each group offered comments on both the interim and permanent position. In addition we asked for comments on the University, the future of the University, etc. We did not try to limit comment in any way other than to keep to the schedule.

On behalf of the Chair, Vice Chair, Mr. Wasserman and myself, I would like to express our thanks to the many individuals at UNLV and in the community who participated in this process and those who helped assemble their respective constituencies. We would also like to express our thanks to the staff at UNLV who assisted us throughout the process.

Finally, I would like to make a few general comments regarding this process.

It was broadly understood and commented upon by many including Chair Page and Vice Chair Trachok, that this was a critical search for a critical position at a critical time. The direct relationship between the success of UNLV to the success of the State was commented on many times. Many commented positively on the energy and momentum that had been recently generated at UNLV and were concerned that this momentum not be lost, especially regarding current initiatives on Tier One research status, expansion of medical education and the stadium project. The importance of leadership at this time was emphasized consistently throughout the process.

One additional comment is appropriate and I will take the liberty of speaking here for Chair Page, Vice Chair Trachok, Mr. Wasserman and myself. The energy and excitement around UNLV is palpable. The importance of this University to our State is undeniable and profound. No one should take advantage of this transition to slow the momentum of UNLV, to second guess its initiatives or to undermine the current trajectory. This is the time to move forward boldly and aggressively. To do or act otherwise would be a serious disservice to UNLV.

With that general comment, we received the following specific input from stakeholder groups.

### **The Faculty Senate**

We met first with the executive committee of the faculty senate and then with the entire senate. The executive committee presented us with a memorandum containing their position on various issues surrounding the search. The memorandum is attached as Appendix C. [A representative sample of correspondence we received over this term of this process is also attached.]

Within the meeting of the Senate two almost unanimous sentiments emerged – in favor of an acting president and the conduct of a national search. The senate encouraged us to move forward expeditiously in the process to bring leadership to the campus but not to be afraid to fail a search if the correct candidate was not found.

Another common theme that was expressed many times was the desire to continue initiatives that were underway – primarily the Tier One initiative and movement toward a medical school at UNLV – and the desire to maintain that momentum that had been generated at UNLV.

Faculty also expressed the desire to be involved in the process at all critical junctures and offered to help the search in whatever way they could.

There were no specific names discussed in the meeting of the faculty senate for any position.

In addition to the two main points mentioned above, we were encouraged to search for someone:

- Who knows the job;
- Who knows the community;
- Who is an experienced leader;
- Who believes in shared governance;
- Who is committed to excellence;
- Who is an intellectual; and
- Who supports diversity and gender equality.

### **The Deans' Council**

The Deans commented much more on specific individuals but again expressed an overwhelming support for an acting president accompanied by a national search. It is also clear that there is concern among the deans for the trajectory of UNLV. They like the momentum for the campus that has been created under the President and Provost and don't want to see it interrupted or worse yet stopped. They are also largely supportive of initiatives coming from the President and do not want to see that agenda changed.

A number of the Deans expressed concerns about what they perceive to have been campaigning for the position of acting president and the polarizing impact it has had on campus.

Regarding individuals, the discussion of acting president focused on Carol Harter and Don Snyder.

There was also a great deal of respect and admiration (virtually unanimous) expressed for John White. Some indicated that he was a primary reason they were at UNLV. He was hailed as a very bright, strategic, strong, smart, forward thinking and stabilizing leader who was a good listener. There was some concern that if not selected to leadership he would be lost to UNLV. However, the group was split on whether he should participate in a national search or be named as interim president at this time. Because an acting president is not eligible to be considered as a candidate for the permanent position, he was not discussed to any extent in the context of acting President. Most Deans felt that he would be an extremely strong candidate in a national search.

Regarding Carol Harter, it was noted by some that she was an experienced president, fundraiser, successful at the Black Mountain Institute, academic, and a person who understands the budget and who has the respect of the community. She would "hit the ground running" as a proven administrator who knows UNLV.

There was extensive discussion regarding Don Snyder as acting president. He was characterized as an individual who knows the campus and community, does not have an agenda, could raise

money, interact with the business community, and understands the trajectory of campus and current initiatives. He was described as a good steward. A number of Deans described him as being a good partner while Dean and helpful to them in their jobs. Some concern was expressed that he did not have a traditional academic background.

[Subsequent to our meeting, we received a letter from a number of Deans urging us to appoint Provost White as the interim president rather than conducting a national search.]

### **The Academic Leadership Group**

Again we heard the broad themes of momentum and current initiatives. There was no support for appointing an interim president. This group favored an acting president and a national search. Most of the focus was on the general topics but Carol Harter was mentioned positively as a strong candidate for acting president.

We were encouraged to bring a strong, diverse pool of candidates in a national search. Preference was expressed for someone from a Tier One institution.

Some concern was expressed about losing a President and a Provost if John White was to lose his job [by becoming acting president]. There was some concern expressed that this process had a polarizing impact on the campus.

### **Community Leaders**

We met with a group of leaders from banking, technology, education and the philanthropic community. In this group, there was no dissent, but rather a strong and unanimous opinion that the best person for the position of acting president was Don Snyder. [There was lengthy discussion with this group regarding the terminology between acting and interim which was foreign to business.]

The group emphasized what a critical position and time this was for UNLV and Southern Nevada. We were urged not to do the “same old, same old.” Again, this group understood the momentum that had been built around and behind UNLV and urged us to do nothing to stall that.

Among the strengths that Don Snyder would bring to the position were:

- Varied, innovative business experience;
- High and respected profile in the community;
- Successful philanthropist, including co-chair of UNLV capital campaign;
- Past UNLV Foundation Chair;
- Educational experience as Dean;
- A collaborative leader with great strategic vision;
- “The most prepared person in the room;”
- Impeccable ethics, including work ethic (not a “chair warmer”); and
- A convener.

A key point emphasized by many is that Don Snyder would be able through his personal credibility in the community to be an immediate bridge for the new President into that community. He could serve as a mentor and let potential applicants know, through the support he enjoyed, that the community was energized behind this University.

His great passion for UNLV was commented on. Many used the term bridge – a person who knew where we were and who would maintain if not accelerate momentum and be able to give a new President a clean handoff.

### **The Foundation Board**

Like many groups the Foundation trustees urged a national search. The importance of understanding the STEM disciplines was emphasized and we were asked to “cast a wide net” for the very best candidate. UNLV was characterized as being at a “tipping point” where it was deciding what it was going to be “when it grows up.” Given the momentum of recent years it was felt that excellent candidates could be recruited and should be aggressively sought out.

Concerns were expressed over the Open Meeting Law and the negative effect it could have on attracting quality candidates in good positions. The group was told that the law was the law and that it would be followed. It was indicated that it might impact the type of candidates possibly rather than the quality of candidates. We were encouraged to actively recruit and not rely on people to simply apply.

We heard the names of Carol Harter, Don Snyder, Dick Morgan and John White as candidates for the acting position during a search. All were mentioned with respect. The opinion was expressed that John White was a remarkable individual on top of the issues. Concern was expressed that short circuiting a search by appointing him would be a disservice to him.

While the accomplishments and service of Carol Harter were acknowledged, this group coalesced around the recommendation of Don Snyder for acting president. As we heard in prior groups, Don Snyder was discussed as,

- A leader with integrity and incredible organizational skills;
- Someone with the ability to recruit to the University
- Someone who relates to students;
- Someone “who has done it” in so many important jobs;
- Someone who does what is necessary to get the job done;
- Someone with no ego and no agenda, a steady hand who disdains drama;
- Best money raiser on the planet; and
- Has sense of the community.

### **The Student Government Leaders**

We met with leaders of the Graduate and Professional Students Association. Students from CSUN were invited to the meeting but did not attend.

Impressively, these students were clearly more engaged in attending to their remarkable and impressive course of studies than they were the politics of presidential selection. They again repeated concerns we had heard regarding the trajectory and momentum of the University. They were very concerned regarding continuing advancement toward Tier One research status. All felt that a national search was appropriate for the University.

They had not been broadly approached and did not have significant input regarding a specific acting president during a search. Understandably, it simply was not as high on the radar of these impressive students as their studies.

## **The President's Cabinet**

The President's Cabinet is a group of individuals who are direct reports to the President. They were unanimous in support of a national search. They urged an expeditious search to give UNLV the voice and face it needed for the upcoming legislative session and the important issues that would be dealt with there. They also expressed the desire to carefully screen the search consultant.

Regarding an acting President, they indicated that like many they had heard the names Carol Harter, Don Snyder, Juanita Fain and John White as candidates for acting president. This group also mentioned Mr. Jim Thompsen who is a special advisor to President Smatresk.

The group indicated that maintaining momentum was important but stressed that a solid academic and business team was in place to "run the ship." No one felt that there was a crisis at the campus that would need "fixing" by an acting President.

As direct reports to the President, the group was understandably reluctant to single out one candidate over another.

## **The President's Advisory Council**

Again with this group we heard the desire for a national search. This group emphasized the necessity for an inclusive search with broad representation, transparency and collaboration with the campus. Chair Page assured the group that that was exactly the type of search to be conducted.

Regarding acting President, we heard a number of times that they wanted a person who had no interest in becoming permanent President. Chair Page indicated that that was general Board policy which that he personally intended to follow. We did hear concern that there could be a move to appoint an acting President who was then moved into a permanent position. Again, Chair Page indicated that he intended that Board policy would be followed.

Concern was expressed that whoever we picked should have experience in running a University and should have a terminal degree. The names Carol Harter, Juanita Fain and John White were mentioned as possible candidates.

This group shared the desire for continuity with the initiatives that had been started and keeping momentum going. ("We can't take seven months off.") Concern was also expressed to find a person who included every employee as important within the University family and treated them equally.

We heard a number of comments on diversity and its critical importance not just to the search but to the University. It was commented that diversity matters were in the best shape that individuals had seen in many years and they wanted someone with a proven record of commitment to diversity not just a plan for it.

The importance of the initiative to bring a medical school to UNLV was mentioned. The complexity that this brings to governance and the importance of someone who understands that complexity was emphasized.

Some comments urged us to continue the leadership that was in place.

### **The Alumni Board**

This group spent a great deal of time focused on the difference between acting and interim president. We were told that these terms might be understood by those of us in higher education but that they were not obvious to the community at large or business community. This was a point we had heard before and we were encouraged to be very clear in communications on this subject.

While the group held and expressed diverse opinions, there was consensus around a number of subjects:

- There was a momentum on campus that must be maintained;
- The community was very engaged with the campus and community involvement in the process was essential;
- The campus had an excellent academic and financial leadership team in place; and
- There were critical initiatives in places (Tier One, medical school and the stadium) that must not slip in this transition.

Focusing on these initiatives some commented that this was a time for the University to be looking forward for leadership. The necessity for stability and credibility was stressed. Familiarity with UNLV was very important to this alumni group as you would expect. Juanita Fain was mentioned for her long and distinguished service to the University as someone who could maintain the trajectory of the campus.

Don Snyder was mentioned by many, and we heard many of the same comments from this group as we had heard from previous groups. He was noted as a “person with gravity” who people listened to. He is a multi tasker, although some expressed concern that his focus as chair of the stadium board could be distracted if he were to be named acting President. Many talked about the critical importance of the stadium and that nothing should slow that process down. He was noted as someone who was a proven leader and who would have the “full faith and credit” of the business community as a peer and of the philanthropic community as peerless. His ability to build bridges from the University to the community was discussed as a strength.

Like previous groups we heard of the critical nature of the position and the person in the position to UNLV, Southern Nevada and the entire state. We were encouraged by some to not hurry the search and even to consider appointing an acting president for a longer period of time. The strength of the leadership team was mentioned.

Some concern was expressed about the timeline for the search and the possibility that critical stages could occur in the summer when some constituencies might not be fully represented on campus.

### **Athletics**

We met with I think every person in the athletics department. It was clear that they were extremely pleased to be included in the process. The Chair and Vice Chair spent a good bit of time explaining the process and answering questions from the staff regarding the process.

Some concern was expressed regarding “filling chairs” if internal candidates in critical positions were selected and elevated.

The group emphasized its focus on student athletes and the proper balance between the two. Questions were asked of the Chair and Vice Chair about their vision for the University and athletics.

The group did not offer a lot of comments on specific candidates. It was noted that some thought Carol Harter could do the job. It was also commented that Don Snyder as acting President and John White continuing as Provost would be a great team. Comments were made on the excellent job that Don Snyder had done at the Hotel College.

The group generally favored a national search although the importance of knowing and having a passion for Las Vegas was emphasized.

### **CORE Fellows & the Grad Council and Research Council**

This group also favored a national search and the discussion focused on the position of acting president. We were urged to consider how we could use this transition to best maintain the momentum on campus. We were urged to follow best practices in searching paying attention to diversity and transparency.

A number of comments were made regarding the importance of experience in running a University and all its complex parts. Also a number commented on the importance of a traditional academic background. It was noted that of the names prominently mentioned only Carol Harter had that background.

We were urged to select an acting President who would mirror the qualities that we would like in a permanent President – maintain and build momentum, carry the campus message, and have faces both to the campus and community. This group did not want someone who would change the critical initiatives of the campus.

Naturally this group had a focus on graduate education and the importance of having someone who supported it.

The importance of community support to the success and future of UNLV was emphasized. The need for a strong inside team coupled with a strong outside President was noted.

One individual who had worked with both Carol Harter and Don Snyder commented on the fact that both were great and successful leaders. On balance, the person felt that Don Snyder would build more collaboration and better manage transition within the context of a national search.

### **The Provost’s Senior Staff**

This group not surprisingly was concerned about maintain the course of the university and momentum. They were concerned that this transition had already caused some loss of momentum and did not want to see any more lost.



The group favored a national search, expressing concern that all decisions be made transparently and based on data. Some concern was expressed if the current Provost were to be made acting president that would cause a vacancy in that critical office.

### **The Open Forum**

As expected the open forum drew a diverse group from across the campus and community. There were a number of questions of the Chair and Vice Chair concerning the process. The comments expressed included:

- Need vision for future; support current momentum, Tier One and stadium project;
- Chemistry department read letter (attached) supporting an open national search and supporting Carol Harter as acting president; proven leadership in academic setting;
- There were a number of comments in support of Dr. Harter mentioning her background and experience;
- Question was asked if there was any reason to appoint an acting President now. It was answered yes;
- Need someone in seat for legislative session; important issues for UNLV need President in place;
- National search plus acting President won't exclude anyone; essential object of institution is academics;
- Energy, love of UNLV is essential; support acting president with search;
- We have people who can pay the bills and balance the books; business leader is well positioned to understand the position of university within the state; well attuned to relationship;
- How will new President impact the students and is that who you are looking for ;
- How can we grow in positions; what opportunities we will have; need president who listens to and values everyone on campus;
- How is search committee formed; composition and by whom (Mr. Wasserman explained process);
- Concern expressed about time line of search; Chair Page reiterated that Board will take the time to get the highest quality candidate available;
- Acting could be short or long but needs to know how university works
- One comment expressed concern with Carol Harter returning to presidency;
- How do we develop input and characteristics (Mr. Wasserman explained certain early jobs of search committee); and
- Concern expressed with impact of Open Meeting Law on search and potential candidates.

### **Other Input**

As with every process of this type both Chair Page and I indicate our availability by phone or email. Typically, we do not receive a lot of input, but this was not the typical case. Starting in early December we began to receive emails and letters. The majority of the emails were from faculty and faculty groups but some were from the community. Overwhelmingly these emails were written in support of Carol Harter for acting presidency. The emails cited her lengthy term as President, her extensive experience both with academics and the budget, her distinguished academic record and her ability to move immediately into the job. A lesser number of similar letters were received supporting Don Snyder, John White and Juanita Fain. Those letters mirrored the positive comments stated above in the group meetings. As mentioned above, many

thought this input was wholly appropriate but others felt this type of “campaigning” was polarizing.

## **RECOMMENDATION FOR FILLING VACANCY IN THE PRESIDENCY OF UNLV**

During one session last week, the Chair was asked about the process for filling the vacancy, and in responding he referenced this recommendation. The individual was surprised that “just one person would make the decision.” I assured the individual that thirteen elected Regents made the decision and that, while I would write the recommendation, I expected the narrative to be dictated by the campus and community. That turned out to be the case at UNLV as it has in previous similar campus visits.

No story is unanimous; no narrative will please everyone. That is certainly the case here. However, there are certain aspects of the campus and community visit that while not unanimous were very close and which directly inform my recommendation.

First, it is clear that there is great energy on campus and in the community that has been created by President Smatresk and his team. The energy has been created around initiatives meant to build UNLV and take it to the next level. Notably those initiatives include Tier One research status, the creation of a medical school at UNLV, and an on-campus stadium. There is great concern that this transition might negatively impact these initiatives and the general upward trajectory of the campus.

Second, but related, is the more general issue of momentum. We heard the word “momentum” continually during our meetings, and there is concern that the transition will result in a more general loss of this forward movement.

Third, it is clear that all involved understand how important UNLV is to the future of the State of Nevada. All agree how important this process and the selection of the next President are to the future of UNLV. There is a clear recognition of that importance in the business and larger community of Southern Nevada. While this is not entirely new, I believe that the general awareness of the importance of UNLV and its role as a center of innovation and creativity is more pervasive than ever before.

Finally, the overwhelming majority of those with whom we met favor conducting a national search, urging us to cast as wide a net as possible for the best possible candidate. There is confidence that UNLV will attract quality candidates in a search due to the positive momentum of the University and the extensive support for the University in the community and around the State.

There are excellent and qualified people at UNLV who under the correct circumstances and at the right time could serve UNLV at the highest level:

- Carol Harter, President Emerita
- John White, former Dean of Boyd School of Law and current Executive Vice President and Provost
- Juanita Fain, Vice President for Student Services
- Don Snyder, former Dean of the William F. Harrah Hotel College of Hotel Administration and Executive Dean for Strategic Development

Initially, I note that Board policy requires me to recommend an acting President to the Board. In extraordinary circumstances, I could bring another recommendation. However, I find no such compelling circumstances in this case. To the contrary, I believe that there must be a national search. The University and community want a search and deserve a search. I personally agree that a national search is called for. The last time there was a vacancy in the office of President, this Board eschewed a search. It was generally understood that we were choosing a non-traditional path by not having a search. All the circumstances at that time dictated that path. Now, there is no compelling reason not to search, and as UNLV moves toward Tier One status, it is time to follow the path common to the great public universities whose ranks we aspire to join.

This conclusion to recommend an acting president eliminates my consideration of John White for that position. If I were to recommend Provost White as acting President he would be precluded from applying for the permanent position. During our campus and community visit, many individuals expressed the opinion that Provost White would be a strong candidate in this or any search in which he chose to be a candidate. I agree and therefore have eliminated him from consideration as acting President that would preclude him from participating in the search.

From the remaining candidates, the two mentioned with the greatest frequency are President Emerita Carol Harter and Executive Dean for Strategic Priorities Don Snyder. This is not to discount the service of Dr. Juanita Fain in any fashion. Dr. Fain has served UNLV with great loyalty and distinction. She is a true advocate for every student on this campus and has my deepest respect. I respect her as a colleague and value her as a friend and confidante. However, I will focus this discussion on Carol Harter and Don Snyder for whom the most support has been exhibited.

It is clear that Carol Harter has a great deal of support on campus, primarily from faculty. She is appropriately touted for her distinguished academic career and her lengthy and successful presidency at UNLV. Comments indicated that she could hit the ground running and that she knows how to run a University. Dr. Harter has built a wonderful center of excellence in the Black Mountain Institute. She knows the university budget and is familiar with the community. There is no doubt in my mind that she could do the job of acting president.

Notwithstanding, I believe by far the strongest candidate is Mr. Don Snyder and Mr. Snyder is my recommendation to the Board to serve as acting President of UNLV. I would like to explain my recommendation, particularly in light of the narrative I heard from the campus and community over the past week.

Mr. Snyder continues everything that is positive at UNLV. His close ties to the business community and philanthropic community will send a message to those groups how important they are to UNLV's success. Mr. Snyder brings a lifetime of credibility, integrity and success with both. Importantly, he will be able to give the new president an immediate entrée to these critical stakeholders who will so influence our future and our success.

Mr. Snyder has a history of success with major projects at a time when major projects – stadium, new hotel college building, and medical school – are at the forefront of UNLV's agenda. He has demonstrated the tenacious yet collaborative leadership necessary to complete seemingly impossible projects.

Mr. Snyder is not a traditional academic and that worries some. I am not concerned as he has the support of a superb academic team of Deans headed by the Provost and a solid financial team headed by Senior Vice President Bomotti. One individual commented that Don is smart enough to leave running of the academics to that team. I agree.

Notwithstanding the fact that Mr. Snyder is not a traditional candidate, he has a history of distinguished service to UNLV, as Dean, Foundation Chair, co-chair of the capital campaign, special advisor to the president and chair of the Board heading up the UNLV stadium project. No one can doubt his commitment to and passion for UNLV, and one can hardly call him an outsider.

Mr. Snyder has an unparalleled business career as an executive officer at the highest level of a number of companies. In addition, he has served and currently serves on the Board of a number of companies including public companies. He knows how to run a complex organization and understands that running any organization is about vision, leadership and teamwork. There is no need to guess whether Don understands and embraces those values.

His accomplishments in the field of philanthropy are without peer in this State and are well known – Fremont Street and the Smith Center among others. UNLV is on the cusp of a future that will be written by the people of Nevada and in large part by private philanthropy. There is no person in this State who can match the record of Don Snyder in this arena nor give UNLV more confidence that its critical projects will be realized.

Don Snyder knows UNLV; he knows Las Vegas and Nevada. He understands business, education, philanthropy, and major projects. He is lauded for his work ethic, his organizational skills, his humility, his integrity and his credibility. At a time when the community and in particular the business community needs to be linked to UNLV closer than ever before, the perfect bridge is Don Snyder. Under his leadership, I see momentum growing, trajectory increasing, initiatives advancing and support coalescing.

He has my unqualified recommendation for acting president of UNLV. His short biography is attached immediately below.



**DONALD D. SNYDER**  
**Executive Dean for Strategic Development**

Donald Snyder, following three years as Dean of the William F. Harrah College of Hotel Administration, assumed his current position as Executive Dean in July 2013. His primary focus in his new position is the UNLV Stadium project. He was appointed by the Board of Regents to the UNLV Campus Improvement Authority Board (“CIAB”) in July 2013. At the CIAB’s initial meeting in October, he was unanimously elected Chairman of the 11 member board. The CIAB is charged with determining the need for and feasibility of an on-campus stadium; and to produce a final report, with Legislative recommendations, by September 30, 2014.

Supporting the new Dean of the Hotel College, Mr. Snyder remains involved in major strategic initiatives of the Hotel College for which he helped gain legislative and gubernatorial support during the 2013 Legislative Session. This includes continuing fundraising assistance for the College’s proposed academic building and for efforts to further develop the region’s status as the “intellectual capital of global gaming” (part of the state’s economic development plan).

Prior to joining UNLV as Dean of the Hotel College, Mr. Snyder had a broad and diverse business experience, serving in senior leadership positions in both commercial banking and gaming industries.

Following his graduation from college in 1969, Mr. Snyder began a successful banking career, continuing involvement with the industry until the current time. During 22 years with First Interstate Bank (now Wells Fargo), he rose from a management trainee in California to serving as Chairman of the Board & CEO of First Interstate Bank of Nevada from 1987 to 1991. His diverse experience included leadership positions in retail and corporate banking, international banking, and real estate banking. He also served on the Board of Directors of several First Interstate subsidiaries during his later years with First Interstate.

Subsequent to leaving First Interstate Bank, Mr. Snyder co-founded Bank of Nevada (originally called BankWest of Nevada). From its initial \$8 million in assets, the Bank has grown into a multi-state banking organization, with the parent holding company, Western Alliance Bancorporation, listed on the New York Stock Exchange, with assets now of nearly \$9 billion. While never serving in a management capacity, he has been an active member of the Board of Directors for both Bank of Nevada (where he has served as Chairman for many years) and Western Alliance Bancorporation.

Mr. Snyder’s move to the gaming industry started in 1992 when asked by the owners of casinos in downtown Las Vegas to lead the efforts to develop what became the Fremont Street Experience. He served as Chairman, President & CEO until July 1996; continuing as non-executive Chairman of the Board until 2006.

Following the successful opening and initial operation of the Fremont Street Experience, Mr. Snyder joined Boyd Gaming Corporation in 1996. He became a member of Boyd Gaming’s Board of Director in April 1996, Executive Vice President three months later, and then was named President in January 1997 – a position he held until his retirement in 2005.

His retirement from Boyd Gaming was planned to coincide with efforts to move forward with the funding and development of what became The Smith Center for the Performing Arts. Having been involved in the earliest efforts (starting in 1994) to develop a world class performing arts center, Snyder became Chairman of the Board in 1999, a position he continues to hold. While always serving in a non-paid capacity, he effectively teamed with Myron Martin (who became President & CEO during construction) to provide the leadership which made the center a reality.

When The Smith Center was under construction, Mr. Snyder was offered and accepted a position as interim Dean of UNLV's highly-regarded Hotel College, effective July 1, 2010. Before the end of his first year, his interim appointment was made permanent.

Years before becoming an employee of UNLV, Mr. Snyder had a long history of active volunteer engagement with the university. He became a member of the Board of Trustees for the UNLV Foundation in 1988, served five years as Chairman of its Board, and served as Chairman of the first and only comprehensive capital campaign – starting in 2002 and successfully completing the campaign at the end of 2009. This campaign raised \$537 million vs. the \$500 million goal.

For his work supporting UNLV, Mr. Snyder was awarded the President's Medal in 2000, an Honorary Doctor of Laws Degree in 2001, and was named (by the NSHE Board of Regents) a Distinguished Nevadan in 2003. For his leadership in the business community, he was inducted into the Nevada Business Hall of Fame by UNLV's Lee Business School in 2011. In recognition of their significant philanthropic gifts to UNLV, Mr. and Mrs. Snyder were inducted into UNLV's Palladium Society in 2009.

Mr. Snyder has been actively involved in numerous other businesses, charitable and civic activities in Nevada over his more than 25 years in Southern Nevada. During this time, he has served on the Boards of Directors for 15 public and private companies. In recent years, he has served on boards for Bank of Nevada and its parent, Western Alliance Bancorporation (NYSE: WAL); NV Energy (NYSE: NVE, until its December 2013 acquisition); Tutor Perini Corporation (NYSE: TPC); and Switch Communications Group LLC (privately held).

Additionally, Mr. Snyder has served on numerous non-profit boards over his time in Nevada. He presently serves on the boards of The Smith Center (Chairman), Nathan Adelson Hospice (past Chairman), and the Governor's Workforce Development Board. His past board service includes the Las Vegas Convention & Visitors Authority, Nevada Resort Association, American Gaming Association, United Way of Southern Nevada (Past Chairman and two-time chairman of the annual fundraising campaign), Nevada Development Authority (past Chairman), Council for a Better Nevada (past Chairman), and Tournament Players Club at Summerlin. He has also served on several gubernatorial and legislative commissions, including chairing the Governor's Commission on Medical Education, Research & Training in 2006.

Mr. Snyder has been formally recognized on many occasions for outstanding community service. Most recently, he was named 2013's Philanthropist of the Year by Governor Sandoval.

Mr. Snyder is a cum laude graduate of the University of Wyoming (1969), with a Bachelor of Science degree in Business Administration. In 1978, he completed the Graduate School of Credit & Financial Management at Stanford University. Mr. Snyder and his wife, Dee, have been married for more than 42 years, have three grown children, and have three grandchildren.

**Appendix A**  
Board Policy – Presidential Vacancy

**TITLE 2 - Nevada System of Higher Education CODE**

**CHAPTER 1**

**ORGANIZATION AND ADMINISTRATION OF  
THE NEVADA SYSTEM OF HIGHER EDUCATION**

**1.5.4 Vacancy in the Office of President.**

- (a) As used in this section, “Officer in Charge” means the person who has been designated by the president of each institution to be the officer in charge in the temporary absence or vacancy in the office of president.
- (b) The president of each institution shall maintain on file with the chancellor, in writing, the designation of campus authority consisting of a list of three persons currently serving the institution, that are, in the order listed, deemed to be the officer in charge should a temporary absence or a vacancy occur in the position of president. The list shall include the name, title and contact information for each person. If the person listed first is unavailable at the time of the temporary absence or vacancy, the next person listed in order shall serve as the officer in charge. If the persons listed first and second are unavailable at the time of the temporary absence or vacancy, the third person listed shall serve as the officer in charge.
- (c) When a vacancy occurs in the position of president of a member institution, the institution’s officer in charge shall exercise the powers of the president until an acting or interim president is appointed by the Board.
- (d) As soon as practicable after a vacancy occurs in the position of president of a member institution, the chancellor, in consultation with the Chair of the Board, shall recommend to the Board the appointment of an acting president. Prior to making the recommendation of an acting president, the chancellor and Chair of the Board shall first meet with major constituencies of the institution to receive their suggestions and input for the appointment of an acting president. Such constituencies may include, but are not limited to, provosts, vice presidents and other executive staff, campus employees, faculty, students, presidential advisory board members, foundation trustees and community representatives.

(e) At the time the Board considers the chancellor's recommendation for the appointment of an acting president, the Board shall also determine whether a national search shall be conducted pursuant to paragraph (f) immediately, or if an interim president shall be appointed to a specified term of one to three years.

- 1) If the Board determines to conduct a national search, the Board will appoint an acting president. If an acting president is appointed, the acting president serves as the president of the institution until a person is permanently appointed as president following a presidential search. An acting president will not be eligible for consideration as a candidate for the permanent appointment as president.
- 2) If, by an action approved by an affirmative vote of not less than two-thirds of the Board, the Board determines to appoint an interim president to a specified term, an acting president will not be appointed. The chancellor's recommended candidate for acting president may be considered by the Board for appointment as the interim president. If the Board appoints an interim president, the interim president will be appointed to a specified term of one to three years. At any time prior to the expiration of the interim president's specified term, the Board may approve a decision to conduct a national search.
- 3) An interim president must serve at least a year before the Board may consider making the appointment permanent and the Board shall, at a public meeting, first allow and consider input from the institution's major constituencies. Prior to the last year of the term of an interim president appointed to a multi-year term, or prior to the end of the year of an interim president appointed to a one year term, the Board may conduct a periodic evaluation of the interim president consistent with the Board policy governing periodic evaluation of NSHE presidents.

If at any time during the term of an interim president, the Board determines not to appoint the interim president to the permanent position, the Board may direct that a national search be conducted and the interim president will not be eligible for consideration as a candidate for the permanent position.

(f) If the Board determines to conduct a national search, a Regents' Presidential Search Committee composed of six members of the Board of Regents shall be appointed by the Chair of the Board for the purpose of recruiting and screening and for recommending a nominee or nominees to the full Board of Regents for consideration by the Board for appointment to the position. The Chair of the Board shall appoint the chair of the Regents' Presidential Search



Committee. The Chair of the Board of Regents shall also appoint institutional advisory members to the Committee from the member institution involved to include five faculty members nominated by the senate, up to three administrators, one classified or technical employee nominated by the classified or technical employees' organization, if any, and, one undergraduate student representative and one graduate student representative nominated by the appropriate student government as applicable to the institution involved, and one alumnus. The chair may also appoint such other persons as advisory members to the Committee as may be deemed necessary. The affirmative action officer of the member institution involved, if any, shall be an ex officio advisory member of the Committee. The institutional advisory members of the Committee serve as non-voting members to advise the voting members of the Regents' Presidential Search Committee on matters being considered.

- (g) The Regents' Presidential Search Committee will oversee the details of the search and determine if a search firm will be hired. The budget for the search shall be established by the Chair of the Board in consultation with the chancellor and chief executive officer of the Board. The Regents' Presidential Search Committee shall review applications for the position and shall meet at the call of the chair of the Committee to discuss the qualifications of applicants and the recommendations of the institutional advisory members of the Committee before the Regents' Presidential Search Committee schedules candidate interviews. The Committee will interview and evaluate candidates, after which the Regents' Presidential Search Committee will select its nominee or nominees for consideration by the full Board of Regents for appointment to the position. If the Board determines not to appoint the nominee(s) recommended by the Regents' Presidential Search Committee, it shall direct the Committee to continue the search process and to recommend an additional nominee or nominees for consideration by the full Board of Regents.

The Chancellor's Office and the Board Office shall provide staff assistance to the Committee. The chancellor shall, in accordance with directions from the Committee and in consultation with the Committee chair, either directly, or by consultation if a search firm is hired, be responsible for the initial screening process to determine candidates for consideration by the Committee.

- (h) By affirmative vote of not less than two-thirds of the members of the Board, the Board may authorize deviations from the processes defined in this policy.

**NEVADA SYSTEM OF HIGHER EDUCATION  
PROCEDURES AND GUIDELINES MANUAL**

**CHAPTER 2**

**APPOINTMENTS AND EVALUATIONS**

**Section 1. Appointments and Vacancies of System Officers**

- a. In the case of a vacancy in the Office of Chancellor, the Chair of the Board of Regents will appoint a Regent Chancellor Search Committee. The Chancellor Search Committee will oversee the details of the search and determine if a search firm will be hired. The budget for the search shall be established by the Chairman of the Board of Regents in consultation with the chief executive officer of the Board and the director of Human Resources.
- b. In case of a vacancy in the Office of Chancellor, the Chair of the Board of Regents shall present a recommendation to the Board of Regents for an interim chancellor.
- c. Resignations from the Office of Chancellor or president of a member institution shall be addressed to the Chairman of the Board of Regents. The Chairman of the Board of Regents shall accept such resignations in writing.
- d. The chancellor shall notify the Board of Regents of a vacancy in the Office of the President of a member institution in cases where the vacancy is caused by other than a resignation. The Chairman of the Board of Regents shall notify the other members of the Board of a vacancy in the Office of Chancellor in cases where the vacancy is caused by other than a resignation.
- e. As of December 1, 2005, the total costs of president searches will be the obligation of the System institution requiring the search. Excluded are any costs for travel by System staff or the Board of Regents as required by the search process.
- f. In the case of a vacancy in the position of provost at a member institution, unless an exception is approved by the Board of Regents, the institution shall conduct a national search for the purpose of recruiting and screening candidates for the position for consideration of appointment by the institution's president. As used in this paragraph, "provost" means the second highest ranking executive and administrative officer of the University or state college.

(B/R 6/84, 3/04; Added 6/05; A 1/06, 12/09, 6/13)

**Appendix B**  
**List of Scheduled Meetings**

**Thursday**                      **January 16**

1:00	to	2:00	Faculty Senate	Tam Alumni- Grand Hall
2:15	to	3:15	Deans' Council	Tam Alumni- 2 <sup>nd</sup> floor Board Room
3:15	to	4:15	Academic Leadership Group (department chairs/Asst & Assoc Deans)	Tam Alumni- Grand Hall
4:15	to	5:30	Community Leaders	Tam Alumni- Trent Lounge

**Friday**                              **January 17**

08:00	to	09:00	Foundation Board	Stan Fulton Salon C
09:15	to	10:15	Research Council	Stan Fulton Salon C
10:30	to	11:30	Student Government Leaders	FDH 7 <sup>th</sup> Floor
11:45	to	12:45	President's Cabinet	FDH 7 <sup>th</sup> Floor
01:00	to	02:00	President's Advisory Council	FDH 7 <sup>th</sup> Floor
02:15	to	03:15	Alumni Board	Stan Fulton Salon C

**Wednesday**                      **January 22**

09:00	to	09:45	Athletics	Thomas and Mack- rooms C and D
10:00	to	10:45	CORE Fellows & Grad Council	FDH 7 <sup>th</sup> Floor
11:00	to	11:45	Provost's Senior Staff	FDH 7 <sup>th</sup> Floor
12:00	to	(open)	Open Forum	Stan Fulton- Salon A

**Appendix C**  
**Selected Letters**



Memorandum

TO: Chancellor Daniel Klaich and Board Chairman Kevin Page

FROM: UNLV Faculty Senate Executive Committee (Paul Werth, Chair)

RE: Presidential Vacancy

16 January 2014

The Faculty Senate EC is grateful to you for getting the presidential vacancy onto the agenda of the Board meeting on 24 January. We realize that the timing of President Smatresk's announcement was very bad and that consultation before the holiday break was not possible. We see these meetings on 16, 17, and 22 January as being probably the best we could do under the circumstances.

As part of the consultation process, the Faculty Senate EC would like to share the following with you:

I. The Senate has already expressed its preference for a national search with the appointment of an "acting president" until that search can be properly completed (see the Senate resolution of 3 December 2013). This remains the EC's preference and, by all indications, that of the full Senate as well. We accordingly hope that this is the route that the Board will select on 24 January.

II. The EC is grateful to the Board and Chancellor for their determination to move expeditiously to fill the presidential vacancy permanently. We stand ready to aid you in that process. As the Senate resolved in December of 2013, we find it highly desirable to conduct a search—if that is the chosen route—in such a way that candidates may appear on the UNLV campus before the formal end of the spring semester, around 20 May. We are deeply concerned that if visitations move into June or later, the process of consultation with faculty will be much impaired. We realize that this makes for a potentially tight schedule, but we remain convinced that this will allow for the best outcome, one that enjoys the greatest legitimacy in the eyes of UNLV faculty.

III. Presuming that the Board opts to conduct a national search, the EC expresses some concern about how that search is conducted in light of our state's open meeting law. We recognize that this law places real and substantial limitations on the freedom of the board. But we are deeply concerned that a search will be compromised if the process prevents us from being able to attract a strong pool of candidates at the outset. We believe strongly that

the Board needs to find a way to ensure confidentiality at least in the earlier stages of the process.

IV. Presuming that a search firm is engaged for identifying viable candidates, we ask that this firm work with faculty representatives in that work. Given, for example, that the Regents' Presidential Search Committee involves "institutional advisory members" including five persons designated from among nominees by the Faculty Senate, might it be possible for such persons to be designated early in the process in such a way that they may be part of an initial review process undertaken primarily by the search firm, if one is to be hired?

V. As concerns the appointment of an "acting" president (and to an extent even an "interim"), the EC considers important that there be continuity with the vision and initiatives of the previous president. The EC regards these as institutional rather than personal priorities, and it therefore considers it critical to appoint someone who is committed to those priorities and to their successful execution. The entire faculty, including also the Senate and its EC, have made significant efforts to advance projects and plans that were initiated under President Smatresk but represent priorities for the entire campus.

VI. The EC considers the issue of the expansion of medical education in southern Nevada to be particularly important at the present moment—that is, an issue with respect to which even the appointment of an "acting" president will be of great significance. The capacity of UNLV to engage in fundraising on this issue depends significantly on the position of the acting president. We urge the Board to give particular attention to this matter in designating a temporary replacement—whether acting or interim—for President Smatresk.

VII. Recognizing that many people in the community wish to weigh in on the appointment of a president—both a temporary one and a permanent one—we ask you to keep in mind that, along with UNLV students, the UNLV faculty represent the core group for which this appointment has especial significance. We therefore request that UNLV faculty, through its Senate and other representatives and in other forums, remain an important voice throughout the upcoming process. The EC stands ready to help with this.

December 6, 2013

To: Chancellor and Board of Regents, Nevada System of Higher Education (NSHE)

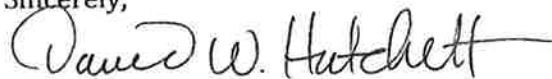
From: Faculty, Department of Chemistry, University of Nevada, Las Vegas

Re: Presidential Search and Acting President

As faculty members in the Department of Chemistry, we recognize the importance of the national search process in identifying qualified applicants for all university faculty and administrative positions. Current UNLV policy requires that departments conduct national searches for faculty using an open and transparent search process that is fair and ensures a diverse pool of qualified applicants. The same proven method should be utilized by NSHE for the identification of the next permanent president of UNLV.

Therefore, the undersigned Department of Chemistry faculty expect the Chancellor and Board of Regents to conduct a national search for next President of UNLV. Furthermore, we strongly encourage the appointment of President Emeritus Dr. Carol Harter as acting president during the national search for a permanent president. Dr. Harter served as president of UNLV for 11 years, and is eminently qualified to serve the university in this temporary, albeit important, capacity. The department believes that Dr. Harter is the obvious choice given her proven executive leadership experience in an academic setting.

Sincerely,



David W. Hatchett, Professor and Chair



Bryan Spangelo, Professor



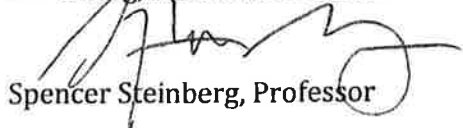
MaryKay Orgill, Associate Professor



Dong-Chan Lee, Associate Professor



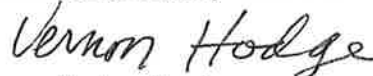
Hui Zhang, Associate Professor



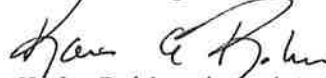
Spencer Steinberg, Professor



Kenneth Czerwinski, Professor



Vernon Hodge, Professor



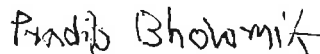
Kathy Robins, Associate Professor



Ronald Gary, Associate Professor



Hong Sun, Associate Professor



Pradip Bhowmik, Professor



Balakrishnan Naduvalath, Professor

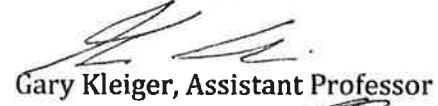


Jun Yong Kang, Assistant Professor

Larry Tirri, Assistant Professor



Paul Forster, Assistant Professor



Gary Kleiger, Assistant Professor



Ernesto Abel-Santos, Professor

Graduate and Professional Student Association  
Lied Library Building room 2141  
4505 S. Maryland Parkway, Box 451007  
Las Vegas, NV 89154

Chancellor Klaich, Chair Page  
5550 W. Flamingo Road, Ste. C1  
Las Vegas, Nevada 89103

December 17, 2013

RE: Letter of support for Dr. Carol Harter

Chancellor Klaich and Chairman Page:

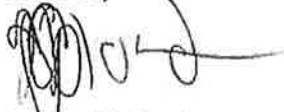
It is with great pleasure and enthusiasm that I write this letter in support of dr. Carol Harter, for consideration as Acting President of UNLV. In addition to an enviable list of professional achievements, Dr. Harter has also established herself as an outstanding friend.

I first met Dr. Harter during the Spring 2008 semester at an university function where I was pleasantly surprised with her attentiveness and interest in my academic pursuits – a student she had never met before and likely weren't going to see again. As an International student myself, I was again impressed at an Black Mountain Institute event when I saw dr. Harter's thoughtfulness when working with, and explaining concepts to, international students. Of course, her mastery of literature is impressive, but more impressive is the way she responds to and interacts with students. Her charisma and engaging personality makes everyone she meets feel at ease and comfortable talking to her – a quality found in an exceptional leader.

When I decided to pursue a Ph.D., Dr. Harter was instrumental in my decision to remain at UNLV. She even wrote a letter in support of my application even though I had only met her shortly before. As the first person in my family to pursue doctoral studies, I had numerous, detailed questions about the process and what to expect. She informed me of the qualities faculty look for on purpose statements, what strengths I needed to focus on in my application, what accomplishments I needed to emphasize for my resume to stand out, and the score I should aim for on my entrance exam; all helpful hints without which I would not be where I am today.

Even though I wasn't a student during her presidency, I know from my interaction with her that she truly cares about students. She has my full support and I know that she would (again) be a great President for our university!

Sincerely



Michael J. Gordon  
GPSA President  
[Michael.gordon@unlv.edu](mailto:Michael.gordon@unlv.edu)  
(702) 419-4650





Daniel Klaich &lt;daniel\_klaich@nshe.nevada.edu&gt;

## input on UNLV President search

1 message

**UNLV LatinoFaculty** <latinofacultyalliance@gmail.com>

Mon, Dec 16, 2013 at 2:08 PM

To: chancellor@nevada.edu, kevin\_j\_page@nshe.nevada.edu, rick\_trachok@nshe.nevada.edu, andrea\_anderson@nshe.nevada.edu, robert\_blakely@nshe.nevada.edu, cedric\_crear@nshe.nevada.edu, "mark\_Doubrava@nshe.nevada.edu" <mark\_doubrava@nshe.nevada.edu>, jgeddes@sbcglobal.net, ron knecht <ronknecht@aol.com>, regentjamesdean@aol.com, kevin\_melcher@nshe.nevada.edu, drjackschofield@gmail.com, allison\_stephens@nshe.nevada.edu, michael\_wixom@nshe.nevada.edu

December 15, 2013

To: Chancellor Klaich and Members of the NSHE Board of Regents

From: UNLV Latina/o Faculty Alliance Members

We are writing to express our concern about the future leadership of UNLV. We call for a national search for a new president who is familiar with the changing cultural and social facets of our educational mission as a 21<sup>st</sup> century public university in an increasingly diverse region of the country. The new president will have unprecedented opportunities to achieve federal designation for UNLV as an MSI (Minority Serving Institution) and HSI (Hispanic Serving Institution), designations that would bring millions of dollars in federal funding to UNLV's research and curricular programs. The recognition and funding these designations will bring to UNLV may prove critical to UNLV's efforts to achieve Tier I status.

All great Tier I universities embrace diversity as a central tenet of their educational missions. As the search for a new president begins, we respectfully request that the Regents seek a candidate who has a proven record of changing the institutional culture to one that embraces diversity. Since 2007, under the "50 to 100" strategic plan, UNLV made significant progress in addressing the issue of diversity. Southern Nevada continues to grow increasingly diverse. According to the most recent census data, three in five persons under 18 are members of a minority group, and in three years or more, Clark County School District will become a majority Latino school district. Given this continuing demographic shift, we strongly believe that the search for new UNLV leadership should seek a candidate who can continue to rapidly advance diversity goals, and can lead a transition at UNLV to a culture where diversity becomes engrained into everything that the University does.

In selecting a new president, we urge that the Regents consider the importance of the new President being someone who understands the challenges and opportunities of the present moment, and is comfortable asking faculty and administrators to rethink how the campus can do a better job in the area of diversity. Much has been achieved in recent years; for example, we are all familiar with UNLV's new ranking the past three years as one of the ten most diverse universities in the country. We are all justly proud that several national periodicals have identified UNLV as a leader in awarding degrees to ethnic minorities in a range of fields ranging from Hospitality, Business to Engineering. However, UNLV's minority students are the most likely to struggle to complete their degrees. This new student demographic, and more generally, first generation college-goers, require active and purposeful support for degree completion. Moreover, research shows that curricula that engages minority students' life experience, such as such U.S. Ethnic Studies, Latina/o Studies, Women Studies, African American Studies, and Latin American Studies, greatly increases the likelihood of students' college completion.

This new demographic majority also should mean that the University will recognize the importance of recruiting, hiring, and retaining faculty that can take advantage of MSI and HSI grants, and can also develop and teach future programs and courses that reflect the demographic diversity of the state. Also, research shows that minority faculty in the classroom, who act as role models, will increase minority students' sense of belonging on

campus and favorably impact student retention and graduation. Currently Latina/o faculty constitutes only 4.7% of the total tenured or tenure-track faculty at UNLV, and African American faculty only 3.7 %. By any standard, but especially given the new demographics of Southern Nevada, these numbers need improvement.

Demonstrable commitment to diverse faculty recruitment and retention from the new president will go a long way to attaining diversity goals.

We also support the appointment of Dr. Carol Harter as acting president. Her past tenure as president puts her in a position to continue the gains that Dr. Smatresk achieved during his tenure. Dr. Harter will be the kind of acting president who does not break stride in dealings with the Legislature, fundraising, establishing the new professional medical school, and reforming the academic environment to improve students' degree completion. Dr. Harter is committed to diversity, and during her tenure, the University made great strides in hiring diverse faculty as well as in instituting new curricular programs for diverse students. Dr. Harter is highly motivated to leave a legacy that reflects her commitment to diversity. She will be a steady hand during this time of transition, and faculty will have high confidence that she will do her utmost to ensure that the search for the next president will be someone who all major stakeholders will be able to agree will capably lead the University to the next level of achievement.

Like other UNLV faculty, we take great pride in the work we carry out to meet the needs of our students and community. We ask that you consider our ongoing contributions to the University, and how they inform our perspective, as you begin the task of selecting the next president of UNLV.

Respectfully Yours,

UNLV Latina/o Faculty Alliance

Ernesto Abel-Santos, Ph.D.

Mayra E. Bonet, Ph.D.

Maria Raquel Casas, Ph.D.

Ruben Garcia, J.D.

Sylvia Lazos, J.D.

Elena Gandia Garcia, Ph.D.

Jorge Galindo, Ph.D.

Margarita Jara, Ph.D.

Stacy I. Macías, Ph.D.

Vincent Pérez, Ph.D.

Germán Negrón Rivera, Ph.D.

Anita Tijerina Revilla, Ph.D.

Alicia Rico, Ph.D.



Daniel Klaich &lt;daniel\_klaich@nshe.nevada.edu&gt;

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## Appointment of President for UNLV

1 message

**Dorsey, Daron** <ddorsey@swlaw.com>

Wed, Jan 22, 2014 at 1:21 PM

To: "kevin\_j\_page@nshe.nevada.edu" &lt;kevin\_j\_page@nshe.nevada.edu&gt;, "daniel\_klaich@nshe.nevada.edu" &lt;daniel\_klaich@nshe.nevada.edu&gt;

Cc: "jennie dorsey (jenniedorsey@gmail.com)" &lt;jenniedorsey@gmail.com&gt;

Chairman Page and Chancellor Klaich:

With President Smatresk's departure, the Board of Regents and NSHE face an important decision on an appropriate successor to serve as President of UNLV. That decision will likely be made during this Friday's Special Meeting of the Board of Regents and we understand the two of you have had multiple meetings on the UNLV campus with students, faculty, and stakeholders about what UNLV needs from its leader in the coming years. While unable to attend or participate in those meetings with you face-to-face, we send this communication to you as alumni and engaged community members who have always supported UNLV with our time and money. We will continue to do so because we are more than just alumni who want to see our alma mater succeed. We also recognize UNLV's continued growth and success are critical to this community, state and region.

Based on media reports, we understand Don Snyder is being considered for the appointment. Don is a special person to this community, has helped make UNLV what it is today, is completely invested in UNLV's future and possesses a resume and credentials that are impeccable, making him more than qualified to serve as President. More important than the laundry list of Don's professional accomplishments and credentials, though, is the manner in which he has achieved them. Don approaches everyone, regardless of their position, with personal and professional respect, spends each day trying to make any organization he serves better, and seeks to highlight and promote the achievements of others instead of himself. In other words, Don epitomizes what a leader is. With UNLV needing that kind of leadership in this time of change and opportunity, we believe Don Snyder is the right person to serve as UNLV President for a finite period of time where he can work closely with our outstanding Provost, John Valery White and continue UNLV's progress as an institution. Together, Don and John can then continue our progress on all fronts, push our institution where it needs to go, and provide the leadership UNLV needs for many years to come.

Don Snyder and John Valery White can do incredible things for UNLV and this community. We hope the Board of Regents agrees and insures they remain UNLV's leadership team for years to come.

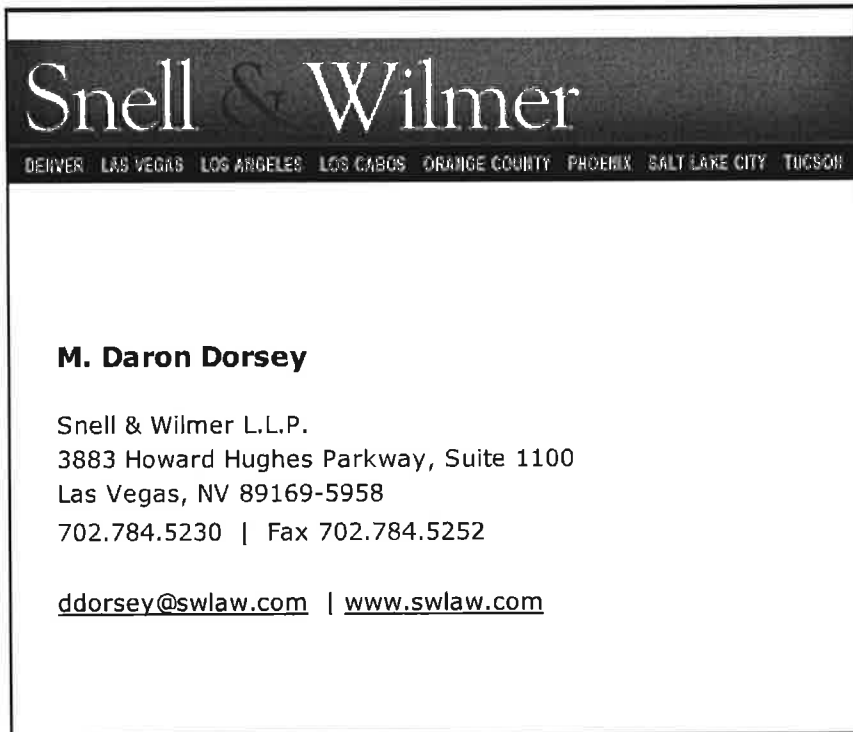
Regards,

Jennifer Dorsey (B.A., Communications '94)

Member, UNLV Foundation Advisory Board

Daron Dorsey (B.S., Business Administration/Marketing '98; J.D. '01)

Member, William S. Boyd School of Law Alumni Board of Directors



**Snell & Wilmer**  
DENVER LAS VEGAS LOS ANGELES LOS CABOS ORANGE COUNTY PHOENIX SALT LAKE CITY TUCSON

**M. Daron Dorsey**

Snell & Wilmer L.L.P.  
3883 Howard Hughes Parkway, Suite 1100  
Las Vegas, NV 89169-5958  
702.784.5230 | Fax 702.784.5252

[ddorsey@swlaw.com](mailto:ddorsey@swlaw.com) | [www.swlaw.com](http://www.swlaw.com)

Dear Chairman Page, Vice-Chair Trachok, and Chancellor Klaich,

Thank you for meeting with the Deans yesterday. It was a very useful discussion but, as is often the case in group dynamics, it can be challenging to fully articulate an argument without monopolizing the discourse. It is for this reason that the undersigned felt it might be useful to have us detail our case and our recommendation: we support John Valery White as Interim President of UNLV.

First, let us start by stating that we have the utmost respect for all of the potential candidates discussed at yesterday's meeting and feel lucky to have such a wealth of competent choices. We know that with your leadership, UNLV will be in good hands regardless. We do, however, think that John White as Interim President is our best option. Our reasons are as follows:

As everyone in the room attested yesterday, we believe that John will be very competitive in a national search and is likely to rise to the top. That is because he is a visionary leader who in a short period of time has already shown us the depth and scope of the ways in which he can propel UNLV to the status we all desire. He has been at the helm or on the ground floor of our Tier One and other initiatives and we can be assured continuity of vision with the boundless energy he has already demonstrated. Consequently, if we believe that John is likely to be one of our best candidates or our best candidate in a national search, why conduct one?

Some have suggested that having an interim president would weaken our position as we move forward with initiatives; that the interim status would diminish John's strength or credibility. We believe that this is unlikely to be the case simply because his talent would override that perception. The only thing that really matters is how good a job he does. Excellence quickly overshadows titles. Neal Smatresk was a strong president even when he was Interim. Furthermore, if John as Interim President performs as well as he has performed as Provost, his interim status could be changed before the next legislative session (our understanding is that after one year, the status change would be possible). On the other hand, national presidential searches are unpredictable processes that can divide campuses and run roughshod over the feelings and reputations of good candidates. It would be a shame to risk losing John simply because we have a set idea of how he should get the job rather than why he should get the job.

The one argument against appointing John as Interim that should be seriously considered is the fact that the Faculty Senate is supporting the appointment of an Acting President followed by a national search. The faculty viewpoint is important to us and there would be consequences to acting differently than they have proposed. Again, however, we believe that these consequences would be short lived as faculty witnessed John White methodically take this university to the very place that faculty also want it to be. We work with John every day and we are confident that he would understand any questions faculty on campus might have about an interim appointment and would work to resolve them.

We have a great leader who is on the ground and who wants the job. That is a fortunate position to be in and UNLV should capitalize on this extraordinary opportunity.

Respectfully,

Dean Shawn Gerstenberger

Dean Daniel W. Hamilton

Dean David Henry

Dean Jeffrey Koep

Dean Kate Korgan

Dean Ann McDonough

Dean Marta Meana

Dean Tim Porter

Dean Rama Venkat

Dean Karen West

# Council of African American Professionals at UNLV

Friday, January 17, 2014

Attention: Chair Page, Chancellor Klaich,

&

Members of the Nevada System of Higher Education Board of Regents,

The Council of African American Professionals at the University of Nevada Las Vegas (UNLV) recognizes the importance of selecting a university president and appreciates the opportunity to be included in the process of selecting a new president for UNLV. We have reviewed the procedure established by the Nevada System of Higher Education (NSHE) Code, and appreciate the commitment to diversity and inclusion described. In light of the three options described in the Code, we ask that you consider the following actions:

1. If the board elects to appoint an Interim President, we ask that you consider Provost John White, the current Executive Vice President and Provost, for appointment as Interim President. We offer our full support of Provost John V. White. He is very familiar with the University and its administration from his five (5) years of service as Dean of the William S. Boyd School of Law at UNLV and his service as Executive Vice President and Provost of UNLV since July 1, 2012. Provost White has shown a tenacity and fairness in his positions as Dean and Provost that have been appreciated by faculty, staff, administrators, and students across campus. He is well received by and effectively works with legislators and community leaders. As Dean, he successfully led the law school and maintained its upward trajectory through the economic downturn. As Provost, he has administered UNLV without disruption since President Smatresk announced his resignation. In addition, Provost White has excellent academic credentials, including a Juris Doctor from Yale Law School, as well as more than two decades experience in academia. Lastly, he is dedicated to continuing the success and development of higher education in Nevada and has strong family ties to Nevada, where his wife has family, grew up, and graduated from UNLV, and where their daughter was born.
2. If the board elects to appoint an Acting President and initiate a national search, we ask that you consider Dr. Juanita Fain, the current Vice President of Student Affairs, for appointment as Acting President. Dr. Fain has over 31 years' experience as an educator and administrator, has been an active member of the current president's cabinet, and is aligned with the current goals and objectives of the University. Appointing Dr. Fain would contribute to the goals of maintaining stability and continuity as you engage in a national search.

Please note that our requests for consideration of Provost John White and Dr. Juanita Fain are intended to express our support for their potential appointment, but are not intended to express a position in relation to any other potential courses of action.

We are cognizant of the importance of maintaining the University's current path toward becoming the first Nevada institution to achieve the Carnegie Foundation very high research activity classification. The Council of African-American Professionals at UNLV would like to express our full support for a national search that includes a diverse pool of candidates with outstanding academic qualifications and extensive academic and administrative experience. We are hopeful that the search will be transparent and include diverse members of the current UNLV leadership, as well as outside candidates. Further, we would like to express our optimism that the search will be conducted in a manner that encourages strong candidates at all levels to seek out UNLV as a highly-desirable professional and educational environment.

As a newly identified minority serving institution, we believe that it is critical that the search for a new UNLV president incorporates the highest level of diversity, equity, and inclusion. We believe that the search should identify candidates with a strong desire to continue to serve and attract underrepresented students and faculty to UNLV. Any candidate selected to serve as the President of UNLV should be committed to furthering our minority serving institution status.

We believe that the process for identifying a new UNLV president is an exciting opportunity. A robust process has the potential to transform this search into a seminal step in UNLV's development as a leader in Nevada and the nation. The strength of our search process will strengthen not just UNLV's reputation but also that of the Nevada System of Higher Education as a whole in the state, country, and around the world.

We look forward to participating in and supporting this process; please feel free to contact us without hesitation.

Sincerely,

**CAAP@UNLV Steering Committee**

Marya Shegog, Ph.D, MPH and Hillery Pichon  
Chairpersons

Professor Rachel Anderson, J.D.

Tara C. Raines, Ph.D., NCSP

Melva Thompson – Robinson, DrPH, MSPE