

**BOARD OF REGENTS and its
ACADEMIC, RESEARCH AND STUDENT AFFAIRS COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**

Sierra Building, Elizabeth Sturm Library
Truckee Meadows Community College
7000 Dandini Boulevard, Reno
Thursday, September 9, 2010

Members Present: Mr. William G. Cobb, Chair
Dr. Andrea Anderson, Vice Chair
Mr. Robert Blakely
Mr. Cedric Crear
Mrs. Dorothy S. Gallagher
Mr. Kevin J. Page

Other Regents Present: Dr. Jason Geddes
Mr. James Dean Leavitt

Others Present: Dr. Maurizio Trevisan, Executive Vice Chancellor & CEO, HSS
Dr. Jane Nichols, Vice Chancellor, Academic & Student Affairs
Mr. Scott Wasserman, CEO & Special Counsel to the Board
Ms. Crystal Abba, Associate Vice Chancellor, Acad. & Student Affairs
Ms. Marilyn Delmont, Associate Vice Chancellor, IT
Ms. Sandi Cardinal, Assistant Vice Chancellor, Audit
Dr. Magdalena Martinez, Assistant Vice Chancellor, Acad. & Student Affairs
Ms. Ruby Camposano, Director of Banking & Investments
Ms. Roberta Roth, Director of IT Policy & Planning
Ms. Linda Heiss, Director of Institutional Research & Data Partnerships
Ms. Sharon Wurm, Director of Financial Aid
Mr. John Kuhlman, Manager of Public Information
Dr. Michael D. Richards, President, CSN
Dr. Stephen G. Wells, President, DRI
Mr. Carl A. Diekhans, President, GBC
Dr. Lesley A. Di Mare, President, NSC
Dr. Maria C. Sheehan, President, TMCC
Dr. Neal J. Smatresk, President, UNLV
Dr. Carol A. Lucey, President, WNC
Dr. Art Byrd, CSN
Dr. Sondra Cosgrove, CSN/NFA
Dr. Chemene Crawford, CSN
Dr. Darren Divine, CSN
Dr. Joan McGee, CSN
Ms. Rebecca Metty-Burns, CSN
Dr. Terry Norris, CSN
Dr. Hyla Winters, CSN

Others Present: (*cont'd*) Mr. Greg Bortolin, DRI
Ms. Kelly Frank, DRI
Dr. Terry Surles, DRI
Dr. John Warwick, DRI
Ms. Lynn Mahlberg, GBC
Dr. Mike McFarlane, GBC
Mr. John Rice, GBC
Dr. Erika Beck, NSC
Mr. Lee Young, NSC
Dr. Jess Carreon, TMCC
Mr. Kyle Dalpe, TMCC
Mr. Fred Lokken, TMCC
Ms. Michele Meador, TMCC
Mr. Jim New, TMCC
Mr. Ted Plaggemeyer, TMCC
Dr. Michael Bowers, UNLV
Dr. Juanita Fain, UNLV
Mr. Richard Linstrom, UNLV
Ms. Haley Etchison, UNLV-The Rebel Yell
Dr. Robert Dickens, UNR
Dr. Marc Johnson, UNR
Dr. Jim Richardson, UNR/NFA
Mr. Ben Miller, UNR-The Nevada Sagebrush
Dr. Carol Lange, WNC
Mr. Dave Cook, Nevada State Board of Education
Mr. Charles Walker

Faculty senate chairs in attendance were Mr. Bill Kerney, CSN; Ms. Laura Edwards, DRI; Dr. Robin Herlands, NSC; Ms. Mary Arbutina (*Vice Chair*), System Administration; Mr. Scott Huber, TMCC; Dr. Cecilia Maldonado, UNLV; and Mr. James Strange, WNC. Student body presidents in attendance were Mr. J.T. Creedon, CSN; Mr. Charles Morton (*Vice President*), DRI; Ms. Dymonde King, NSC; Mr. Cesar Benitez, TMCC; Mr. David Rapoport, UNLV; Mr. Kyle George, UNLV-GPSA; Mr. Charlie Jose, UNR; and Mr. Jason McGill, WNC.

Chair William G. Cobb called the meeting to order at 12:34 p.m. with all members present.

1. Approved-Minutes – The Committee recommended approval of the minutes from the June 3, 2010, meeting (*Ref. ARSA-1 on file in the Board office*).

Regent Crear moved approval of the minutes from the June 3, 2010, meeting. Regent Page seconded. Motion carried.

2. Information Only-Report on Workforce Development – Institutional representatives presented a report highlighting the workforce development programs that are in place at each of the community colleges. The report included information on how the workforce development efforts meet the needs of the community and contribute to the state's economy.

Dr. Jess Carreon, Vice President of Academic Affairs and Student Services, TMCC, gave a PowerPoint presentation on workforce development programs at TMCC (*Ref. ARSA-2, pages 2 through 17, on file in the Board office*).

The presentation included information on non-credit personal enrichment and professional success courses, customized training for businesses, continuing education professional success courses, contract training, career and technical associate of applied science degree programs, specialized courses, renewable energy programs and current grants and projects.

Chair Cobb inquired about the type of degrees or certifications that the renewable energy programs lead to. Mr. Ted Plaggemeyer, Dean of the School of Sciences, TMCC, indicated that the courses lead to an associate of applied science in construction technologies with a renewable energy emphasis. It is a broad spectrum degree that prepares students to work in any of the four energy areas: efficiency, solar, geothermal and wind.

Regent Geddes asked how TMCC is coordinating with CSN, GBC and WNC on offering these courses statewide. Mr. Plaggemeyer stated that most of the energy efficiency courses articulate with GBC, and TMCC is working with CSN and WNC on weatherization and geothermal, respectively. In addition, all courses are common course numbered so they can be transferred to any of the other NSHE colleges.

Dr. Maria C. Sheehan, President, TMCC, indicated that TMCC is also in talks with DRI and UNR with regard to focusing on specific initiatives and making sure there is a good level of coordination.

Dr. Mike McFarlane, Vice President for Academic Affairs, GBC, gave a PowerPoint presentation on workforce development programs at GBC (*Ref. ARSA-2, pages 18 through 29, on file in the Board office*).

The presentation included information on certificates and associate degrees, the MTC (*Maintenance Training Cooperative*) scholarship program, industry partnerships, specialized contract training, supervisory training and partnerships in other disciplines.

Regent Anderson complimented GBC on their industry partnerships. She believes the colleges should focus more on industry partnerships as the NSHE is getting less and less in state dollars.

2. Information Only-Report on Workforce Development – *(continued)*

Regent Geddes observed that, traditionally, enrollment drops when gold prices are high. He asked if GBC is experiencing that now. Dr. McFarlane indicated it is unusual for GBC to see a high gold price and a surge in enrollment; however, for whatever reason, right now people are choosing to send their children to school close to home.

Dr. Carol Lange, Interim Vice President for Academic and Student Affairs, WNC, gave a PowerPoint presentation on workforce development programs at WNC (*Ref. ARSA-2, pages 30 through 40, on file in the Board office*).

The presentation included information on Workforce Development Center programs, academic programs and career and technical education.

Ms. Rebecca Metty-Burns, Interim Director of Workforce and Economic Development, CSN, gave a PowerPoint presentation on workforce development programs at CSN (*Ref. ARSA-2, pages 41 through 53, on file in the Board office*).

The presentation included information on industry and workforce training, community enrichment, ESL and GED skills, courses for southern Nevada's prisons, program development and necessities, current programs, enrollment data and program highlights.

In response to a question from Chair Cobb, Ms. Metty-Burns indicated that community and personal enrichment programs include courses in Web design and wine tasting. Chair Cobb asked if the classes are vetted in advance to find out how much it will cost to offer them. Ms. Metty-Burns indicated that the classes are vetted in advance and CSN tries to keep them as inexpensive as possible in order to provide cost recovery.

Dr. Jane Nichols, Vice Chancellor for Academic and Student Affairs, noted that the Board has a well-defined career track for students. They start in high school with career and technical education, move on to the community college to obtain an associate of applied science degree and then proceed to the bachelor of applied science degree, if they so choose. The bachelor of applied science degree enables students to go on to graduate school or law school. The associate of applied science degree is specifically workforce related and is not a transferrable degree.

Vice Chancellor Nichols noted that, for the first time, NSHE will be tracking and reporting certificates awarded as well as associate's degrees of both kinds and bachelor's degrees of both kinds for the Complete College America initiative. She believes that all are equally valuable right now in meeting workforce needs.

2. Information Only-Report on Workforce Development – (continued)

Chair Cobb asked if tracking certificates awarded will improve the NSHE's completion statistics. Vice Chancellor Nichols indicated that it will not improve the traditional data on time to degree as defined by the federal government; however, it will be part of the Complete College America initiative and show that the NSHE is producing more students with degrees and certificates. Chair Cobb asked specifically if it will impact graduation rates. Vice Chancellor Nichols stated that it depends on who is reporting the data and how it is compiled. The System will report success in terms of certificates, degrees and successful transfer into a baccalaureate program. She noted that the data indicate that students who enter the career and technical track are more likely to finish than the student in another track. They are motivated students with a clear path in front of them.

Chair Cobb observed that the Board often hears how NSHE institutions are not responsive to the needs of industry and this report shows that they are responsive, and are becoming even more responsive. It also shows that these programs are popular and cost-effective.

Regent Anderson asked if industry certifications can be counted along with institutional certificates. Vice Chancellor Nichols indicated that it has to be a certificate given by the institution. Regent Anderson feels that we should get to a point where industry certifications can be counted.

3. Information Only-Distance Education Report – Dr. Terry Norris, Chair of Distance Education Directors, presented the *2009-10 Distance Education Report* (Ref. ARSA-3a) that documents the growth of distance education across the NSHE.

Dr. Norris gave a PowerPoint presentation on distance education across the NSHE including various data related to distance education (Ref. ARSA-3b on file in the Board office).

The presentation included information on NSHE enrollment in distance education courses, average undergraduate class size, course completion rates, current and future online degrees by institution, distance education by residency, distance education by undergraduate full- and part-time enrollment and campus updates.

Regent Page observed that UNLV has nine planned future online degrees which make up half of the total planned future online degrees for the System. He asked if there is a specific reason why UNLV is planning for more online degrees compared to the other institutions. Dr. Norris replied that distance education courses fill up very quickly, allow for greater convenience and flexibility and help students get an education they may not get otherwise. The planned future online degrees are the institution's way of reaching out to students.

3. Information Only-Distance Education Report – (continued)

Regent Page believes that distance education is an area that the NSHE should be focusing on for all of the reasons just stated. Dr. Norris agreed and noted that students are asking for it.

Dr. Norris stated that the institutions use a learning management system to teach distance education courses and, on the first day of the fall semester, there were 89,000 course logins at CSN. In addition, more and more faculty are using the online environment to support their traditional on-campus courses.

Regent Anderson asked if high school students are still able to take distance education courses for \$25. Dr. Norris replied that CSN has quite a few high school students taking distance education courses for \$25. CSN has also had several students who are graduating from high school and finishing an associate's degree at the same time.

Chair Cobb expressed the Committee's gratitude to Dr. Norris for his report.

4. Information Only-Publicizing Academic Programs and Research – The Committee discussed potential ways that NSHE institutions might more effectively publicize information on academic programs and research by jointly creating an occasional publication that would appear in the Reno, Elko and Las Vegas newspapers as well as online.

Vice Chancellor Nichols indicated that staff was asked to put together some cost estimates for creating a joint publication highlighting institutional academic programs and research. The estimated cost of a four-page publication printed and inserted in a Reno newspaper is \$5,000, in an Elko newspaper is \$1,120 and in a Las Vegas newspaper is \$14,400, per issue.

Chair Cobb suggested that, for example, TMCC could join with WNC, UNR and DRI to publicize recent grant awards, renewable energy initiatives and other accomplishments. Making space available to advertisers would presumably offset the cost of the publication. Chair Cobb believes that the System must do a better job of getting the word out to the public about all of the great accomplishments of the various NSHE institutions.

Regent Crear agreed that the NSHE does not do a good job telling its story and crafting its image. People may know about an individual institution, but not the System as a whole. Regent Crear felt that it is important for any plan to have definable goals. Joint efforts to publicize NSHE accomplishments may be a very good component of an overall plan, but more is needed.

Regent Gallagher wondered if newspapers are the best place to publicize NSHE accomplishments since readership is on the decline. Mr. John Kuhlman, Manager

4. Information Only-Publicizing Academic Programs and Research – (continued)

of Public Information, stated that newspapers are part of an overall strategy. Deciding what will get you the most for your money really depends on how much money you have to spend. Mr. Kuhlman also noted that circulation numbers do not equal readership. A single newspaper may be read by more than one person or not at all.

Chair Cobb stated that he would like to proceed with a feasibility study of various options including direct mail, newspapers and e-mail. He feels it is vitally important to get the word out about the NSHE to the voting populace, as they are the ones who have great impact on the System's future with the legislature and the next governor.

Regent Crear observed that one good thing about a newspaper insert is that extra copies can be printed for use in other ways. Mr. Kuhlman clarified that the quotes Vice Chancellor Nichols referred to were for the newspapers to do the printing and inserting. If the material is printed elsewhere, the newspapers' insertion costs are a little more than half of what was quoted; however, the cost to have the printing done by a print shop would be about same as doing the printing and inserting through the newspapers.

Chair Cobb recalled that one of the colleges at UNLV recently distributed a very impressive and professional looking magazine that highlighted their recent accomplishments. Dr. Neal J. Smatresk, President, UNLV, indicated that Chair Cobb is likely referring to UNLV's research publication which is produced out of Vice President Bill Boldt's office.

President Smatresk observed that the NSHE does incredible good for Nevada. He believes the institutions can get the word out by being consistent and on message and by making sure that opportunities to deliver that message are not missed. That includes social media opportunities, as well as television and radio. President Smatresk noted that crafting the message to share is critical.

Regent Gallagher stressed the importance of creating a System-wide strategy to get the good news about the NSHE out to the people of Nevada.

Vice Chancellor Nichols stated that she will convey the thoughts and ideas of the Committee to the Chancellor, and staff can work with Mr. Kuhlman and the campus information officers to put something together.

Regent Page suggested working with the institutional marketing departments to make this a class project for students and foster some competition between the schools. Vice Chancellor Nichols thought that was a great idea; however, there is a timeline issue.

4. Information Only-Publicizing Academic Programs and Research – (continued)

Chair Cobb recommended that the institutions and their public relations specialists submit suggestions to Vice Chancellor Nichols.

Regent Crear cautioned against involving students in the process because they simply cannot compete with the trained and well-seasoned professionals that do this for a living. It is a very large project that involves many different aspects. Regent Crear believes this is the perfect time to do a brand assessment of the NSHE and then work on crafting a message.

Regent Gallagher agreed that now is the time to get the word out about how the NSHE can help in this economy.

Chair Cobb asked Vice Chancellor Nichols to work with Chief Executive Officer and Special Counsel to the Board Scott Wasserman to ensure that the Committee members who want to participate in the process can do so while remaining in compliance with the Nevada Open Meeting Law.

Regent Anderson noted that it is also the perfect time to stress how important the NSHE is to industry and to get that message to the legislature.

5. Information Only-Accreditation Report – Dr. Carol Lucey, President, Western Nevada College, reviewed the results of WNC's recent accreditation visit and review by the Northwest Commission on Colleges and Universities (*Ref. ARSA-5 on file in the Board office*).

President Lucey reported that WNC underwent an 18-month self-study process that culminated with a visit from the Northwest Commission on Colleges and Universities. Each of the Regents and the System office were sent materials on the institution's progress in self-study along with the Commission's response to those documents.

President Lucey thanked Chancellor Klaich and Regents Knecht, Schofield and Gallagher for actively participating in the campus site visit. The Commission indicated that support for the college from the Board and System Administration contributed to the successful outcome. WNC was reaffirmed for accreditation at the associate degree level and granted accreditation at the baccalaureate degree level.

President Lucey offered her gratitude to the college's faculty and staff who, despite having to take furloughs and pay cuts, and being asked to take on extra duties, worked hard to ensure a seamless and straightforward process.

5. Information Only-Accreditation Report – *(continued)*

The Commission had several commendations for WNC, most of which centered around how the budgetary issues were handled. There were also several recommendations regarding budgetary issues. The Commission requires that colleges provide a three-year budget plan. President Lucey noted that, given the budgetary climate of the past few years, there were times when she could not even put together a three-month budget plan. The Commission recommended that WNC submit a three-year budget plan by fall 2011. President Lucey believes that the Chancellor has some plans to address that in the legislature and provide the campuses with more authority to plan ahead.

Chair Cobb asked if all of the institutions will need to provide a three-year budget plan. President Lucey indicated that WNC is one of the last institutions to go through the 10-year review cycle. Beginning next year, the Commission is changing to a 7-year cycle with a focus on planning. At this time, it is not known whether the three-year budget standard will continue to be an important element in the visiting team's review.

President Lucey noted that, during a year in which so much funding was lost at the state level, the ability of the Board to help the institutions avoid declaring financial exigency was extremely valuable. It would have been a huge problem for WNC at the accreditation level.

Regent Gallagher stated that she was very impressed by the faculty and staff during the site visit.

Chair Cobb observed that one of the Commission's recommendations focused on a need for more full-time faculty. President Lucey indicated that WNC lost a lot of full-time faculty, as well as staff in other areas, due to the budget crisis. However, in the past year, WNC has added five academic faculty and a couple of administrative faculty. Hiring at the college will continue as new resources are identified, with the goal of having a full-time faculty manager for each academic program. If a full-time faculty manager cannot be justified in an academic program, then they will look very closely at whether WNC should be offering that program.

Chair Cobb expressed the Committee's gratitude to President Lucey for her report.

6. Information Only-New Program Review - Linda Heiss, Director of Institutional Research and Data Partnerships, presented the third and fifth year new academic program reviews by institution, as mandated by Board policy (*Title 4, Chapter 14, Section 4*) (*Ref. ARSA-6 on file in the Board office*).

6. Information Only-New Program Review – *(continued)*

Ms. Heiss explained that the new program review considers programs that are less than 10 years old and looks at how those programs are doing in terms of enrollments and expenditures compared to what was originally proposed. The impact of the budget crisis on new programs was apparent during the review. Seven programs have not been started due to budget shortfalls, two are in the process of being suspended and numerous programs have expenditures and enrollments that fell below expected levels.

Ms. Heiss noted that the report is now formatted to include both proposed and actual expenditures. Regent Geddes indicated that the new format is very helpful.

7. Information Only-Existing Program Review – Linda Heiss, Director of Institutional Research and Data Partnerships, presented a report on the institutional review of existing (established at least 10 years) academic programs, as mandated by Board policy (*Title 4, Chapter 14, Section 4*) (*Ref. ARSA-7 on file in the Board office*).

Ms. Heiss indicated that on the original report there were some issues with the formatting of the columns. She then handed out a corrected copy (*on file in the Board office*).

Existing program reviews are done to ensure academic quality and to determine whether the need and availability of resources is sufficient enough to continue offering the program.

The criteria for existing program reviews include quality, need or demand, relation to the institutional mission, relation to other programs in the System, cost, adequacy of resources and student outcomes.

Ms. Heiss noted that, during the last year, thirty-five programs were eliminated due to budget issues or curricular review. In many cases, the curricular review led to changes in course content and learning outcomes.

Comments from the reviewers included more faculty and staff are needed for some programs, policies and protocols related to students need to be easier to find online, more diverse faculty are needed and unique programs need to better publicize their strengths and deliver those messages to specific target audiences.

In response to a question from Chair Cobb, Dr. Marc Johnson, Executive Vice President and Provost, UNR, indicated that the university will implement the appropriate recommendations of the external review team.

7. Information Only-Existing Program Review – (continued)

With regard to UNR's Ph.D. program in computer science and engineering, Chair Cobb noted that the program has a service headcount of 129 but has had only 10 graduates from 2007 to the present. Also, CSN's A.A.S. program in electronic engineering and technology has a service headcount of 1,433 and has had only 36 graduates in that same time period. Dr. Johnson explained that the 129 headcount is not the number of majors. It may be the number of individuals taking classes that are identified in the Ph.D. program. Dr. Michael D. Richards, President, CSN, indicated that the service headcount appears to include any student who is served by offering that academic program. There may not be a correlation between the service headcount and the number of graduates or the productivity of the program.

Vice Chancellor Nichols noted that one of the responsibilities of the Board is to ensure both fiscal quality and stability and academic quality and stability. The role of the Board is to make sure the reviews are conducted and reported, and to ask the kinds of questions that have been raised during this discussion.

8. Public Comment – None.

9. New Business – None.

The meeting adjourned at 2:17 p.m.

Prepared by: Keri D. Nikolajewski
Program Officer

Submitted for approval by: Scott G. Wasserman
Chief Executive Officer and Special Counsel
Board of Regents