

Minutes are intended to note (a) the date, time and place of the meeting; (b) those members of the public body who were present and those who were absent; and (c) the substance of all matters proposed, discussed and/or action was taken on. Minutes are not intended to be a verbatim report of a meeting. An audiotape recording of the meeting is available for inspection by any member of the public interested in a verbatim report of the meeting. These minutes are not final until approved by the Board of Regents at the June 2014 meeting.

**BOARD OF REGENTS
NEVADA SYSTEM OF HIGHER EDUCATION**

Building D, Room 101
College of Southern Nevada
6375 West Charleston Boulevard, Las Vegas

Thursday, March 6, 2014, 8:00 a.m.

Friday, March 7, 2014, 8:00 a.m.

Video Conference Connection from the Meeting Site to:
System Administration, Reno
2601 Enterprise Road, Conference Room
and
Great Basin College, Elko
1500 College Parkway, Berg Hall Conference Room

Members Present: Mr. Kevin J. Page, Chairman
Mr. Rick Trachok, Vice Chairman
Dr. Andrea Anderson
Mr. Robert Blakely
Mr. Cedric Crear
Dr. Mark W. Doubrava
Dr. Jason Geddes
Mr. Ron Knecht
Mr. James Dean Leavitt
Mr. Kevin C. Melcher
Dr. Jack Lund Schofield
Ms. Allison Stephens
Mr. Michael B. Wixom

Others Present: Mr. Daniel J. Klaich, Chancellor
Ms. Crystal Abba, Vice Chancellor, Academic and Student Affairs
Mr. Larry Eardley, Vice Chancellor, Business and Finance
Ms. Brooke Nielsen, Vice Chancellor, Legal Affairs
Mr. Vic Redding, Vice Chancellor, Administration and Finance
Dr. Marcia Turner, Vice Chancellor, Health Sciences System
Dr. Steven Zink, Vice Chancellor, Information Technology
Mr. Scott Wasserman, Chief of Staff and Special Counsel to the Board
Dr. Michael D. Richards, President, CSN
Dr. Stephen G. Wells, President, DRI
Dr. Mark A. Curtis, President, GBC
Mr. Bart Patterson, President, NSC
Dr. Maria C. Sheehan, President, TMCC

Mr. Donald D. Snyder, President, UNLV
 Dr. Marc A. Johnson, President, UNR
 Mr. Chester O. Burton, President, WNC

Also present were faculty senate chairs Dr. Darin Dockstader, CSN; Mr. Alan McKay, DRI; Mr. Thomas Reagan, GBC; Dr. Christopher Harris, NSC; Ms. Dani Chandler, NSHE; Dr. Paul W. Werth, UNLV; Dr. Swatee Naik, UNR; Mr. Ron Marston, TMCC; and Ms. Holly O’Toole, WNC. Student government leaders present included, Mr. Umram I. Osambela, ASCSN President, CSN; Mr. Noah Fraser, GRAD President, DRI; Mr. Alex Porter, SGA President, GBC; Mr. Deuvall Dorsey, NSSA President, NSC; Mr. Mark Ciavola, CSUN President, UNLV; Mr. Michael Gordon, GPSA President, UNLV, Mr. Ziad Rashdan, ASUN President, UNR; Ms. R.J. Boyajian, GSA President, UNR; Ms. Stephanie Prevost, SGA President, TMCC; and Ms. Alejandra Leon, ASWN President, WNC.

Chairman Page called the meeting to order on Thursday, March 6, 2014, at 8:00 a.m. with all members present except for Regents Blakely, Knecht, Schofield and Stephens.

Regent Leavitt led the Pledge of Allegiance.

1. Information Only - Introductions and Campus Updates (Agenda Item #1) – Meeting attendees made introductions and each institution’s president provided campus-related updates on events occurring on their campuses since the Board of Regents’ last regular meeting.

Regent Blakely entered the meeting.

2. Information Only – Institutional Faculty and Student Presentations (Agenda Item #2) – CSN President Michael D. Richards introduced Ms. Camerina Sanchez, a student recently enrolled in the home care aide training program through the College of Southern Nevada’s Division of Workforce & Economic Development.

Regents Knecht and Stephens entered the meeting.

President Richards then introduced Mr. Dan Gouker, Executive Director of CSN’s Division of Workforce & Economic Development and Apprenticeship Studies.

The meeting recessed at 8:31 a.m. for committee meetings and reconvened at 10:30 a.m. on Thursday, March 6, 2014, with all members present except for Regent Schofield.

4. Information Only – Public Comment (Agenda Item #4) – Dr. Marcia Ditmyer, Faculty, UNLV School of Dental Medicine (*statement on file in the Board Office*) and Ms. Eshani Gandhi, GPSA Representative, UNLV, addressed the Board in support of a medical school in Las Vegas.

Mr. Conrad Wilson, UNLV Classified Staff Council, addressed the Board in regard to grant-in-aid for classified staff. 4.

Information Only – Public Comment (Agenda Item #4) – (Cont'd.)

Mr. Mark Ciavola, CSUN President, UNLV, expressed concern regarding the proposed increase in tuition to be heard under agenda item #19 (*Procedures and Guidelines Manual Revision, Tuition and Fees Committee: Recommended Tuition and Fees, Academic Years 2015-16 through 2018-19*).

3. Information Only – Regents' Welcome and Introductions – (Agenda Item #3) - Members of the Board were provided an opportunity to make introductions, welcome guests and offer acknowledgements.

5. Information Only – Chair of the Nevada Student Alliance Report (Agenda Item #5) – Mr. Alex Porter, GBC SGA President and Chair of the Nevada Student Alliance (NSA), reported concerning NSHE related issues and events of importance to the Student Body Presidents, including continuation of monthly NSA meetings via video-conference, NSA constitution revisions and student participation in the NSHE's Tuition and Fees Committee process.

Mr. Porter requested a moment of silence for the recent passing of Mr. Curtis Blackwell, former ASWN President at WNC and former Chair of the NSA.

6. Information Only - Chair of the Faculty Senate Chairs Report (Agenda Item #6) – Dr. Paul W. Werth, Faculty Senate Chair, UNLV, reported concerning NSHE related issues and events of importance to the Faculty Senate, including support for the retention of the Health and Wellness program, the expansion of medical education in Nevada, the initial direction of the Regents' ad hoc Committee on Institutional Service Areas, prioritization of the need for restoration of full salary and elimination of furloughs in order to impact recruitment and retention as well as the importance of faculty input in the presidential search process.

7. Information Only – Chancellor's Report (Agenda Item #7) - Chancellor Daniel J. Klaich reported concerning ongoing planning activities and major projects within the NSHE, including the progression of System-wide projects such as the iNtegrate 2, E-Learning initiative, expansion of medical education in Nevada and the budget process for the upcoming biennium.

Chancellor Klaich said the Interim Study Concerning the Governance Structure of and Funding Methods for Community Colleges under Senate Bill 391 (Chapter 494, *Statutes of Nevada 2013*) has met once with two subcommittees scheduled to meet within the next week.

8. Information Only – Board Chairman’s Report (Agenda Item #8) - Chairman Kevin J. Page reported concerning the possibility of contracting with past UNR President Joe Crowley and past UNLV President Carol Harter to conduct presidential evaluations at institutions other than their home institutions.

Chairman Page thanked Regent Geddes for his chairmanship and work on the ad hoc Committee on Institutional Services.

Regent Doubrava has agreed to chair the UNLV President Search Committee. Dr. Werth is working on the selection of members for the Institutional Advisory Committee.

Chairman Page thanked UNLV for its involvement in the preparation of the new System Administration building. Chairman Page also thanked Mr. Nick Vaskov, NSHE System Counsel, for continuing the initial work Vice Chancellor Renee Yackira had begun.

9. Action Taken - Consent Items (Agenda Item #9) - The Board approved the following Consent Items in their entirety except for Consent Item #9a (*Minutes*) which was considered separately and #9f (*Allocation of Grants-in-Aid, 2014-2015*) which was withdrawn from consideration until the June 2014 meeting.

- 9b. Approved – Gift from the Rogers Family Foundation, UNLV (Agenda Item #9b) – The Board approved acceptance of a residential property gift from the Rogers Family Foundation for the benefit of the Black Mountain Institute (BMI), including the delegation of authority to the Chancellor to finalize acceptance of the gift, subject to successful completion of all due diligence analysis currently in process (*Ref. BOR-9b on file in the Board Office*).

- 9c. Approved – Slavin Family Scholarship Endowment, TMCC (Agenda Item #9c) – The Board approved acceptance of a \$5,000 donation from various donors to establish a new Slavin Family Scholarship Endowment. The new Endowment will benefit students at Truckee Meadows Community College through scholarships. The donors have expressly requested this Endowment account be invested in, and managed by, the NSHE Endowment Pool (*Ref. BOR-9c on file in the Board Office*).

- 9d. Approved - Sergeant David J. Drakulich Memorial Scholarship Endowment, TMCC (Agenda Item #9d) – The Board approved acceptance of a \$5,000 donation from various donors to establish a new Sergeant David J. Drakulich Memorial Scholarship Endowment. The new Endowment will benefit students at Truckee Meadows Community College through scholarships. The donors have expressly requested this Endowment account be invested in, and managed by, the NSHE Endowment Pool (*Ref. BOR-9d on file in the Board Office*).

9. Action Taken - Consent Items (Agenda Item #9) - (Cont'd.)

9e. Approved - Appointment to WestEd Board of Directors (Agenda Item #9e) – The Board approved the following reappointments to the WestEd Board of Directors for additional three-year terms (June 1, 2014, to May 31, 2017) (Ref. BOR-9e on file in the Board Office).

- Thomas Reagan, Chair of the Teacher Education Program, GBC.
- Dr. William Speer, Director, Mathematics Learning Center, UNLV.

9f. Withdrawn – Allocation of Grants-in-Aid, 2014-2015 (Agenda Item #9f) – The Board withdrew consideration of this item until the June 2014 meeting.

Nevada Revised Statutes 396.540 provides for tuition waivers for students from other states and foreign countries based on three percent of each institution's fall headcount enrollment. Board policy provides an equal number of grants-in-aid for Nevada students and requires that the total number of grants-in-aid allocated to each NSHE institution be approved annually by the Board.

9g. Approved – Tenure (Agenda Item #9g) – The Board approved the presidents' recommendation of tenure for the following faculty members. Each applicant has met the standards for tenure in the NSHE Code and has been positively recommended by his or her institution following a peer review process.

CSN – (Ref. BOR-9g(1) on file in the Board Office)

Dr. Jill Acree	Dr. Troy McGinnis
Ms. Yelena Bailey-Kirby	Dr. Lois Merkler
Dr. Edward Baldwin	Dr. Jeanette Mitchell
Ms. Diana Booth	Mr. Kevin Mitchell
Ms. Eun Cha	Ms. Deborah Okey
Dr. Christopher Collumb	Dr. Robert O'Meara
Ms. Courtney Danforth	Ms. Sheri Perez
Mr. Mark DiStefano	Mr. Albert Puente
Ms. Aubree Englert	Mr. Kevin Raiford
Ms. Michele Fogg	Mr. Bruno Rhodes
Mr. James Harvey	Dr. Juliette Stevens
Ms. Rita Hayes	Ms. Lois Summers
Mr. Steven Herro	Dr. David Wangsgard
Dr. John Keller	Dr. Chad Waucaush
Ms. Cara Lutes-Kirby	Mr. Benjamin Wilreker
Mr. Joshua Martin	Dr. Jung Sook Ky Wimpfheimer

GBC – (Ref. BOR-9g(2) on file in the Board Office)

Ms. Laura B. Pike
Mr. Stephen J. Theriault

9. Action Taken - Consent Items (Agenda Item #9) - (Cont'd.)

9g. Approved – Tenure (Agenda Item #9g) – (Cont'd.)

NSC – (Ref. BOR-9g(3) on file in the Board Office)

Dr. Robin Cresiski
Dr. Joanna Shearer

TMCC – None submitted.

UNLV – (Ref. BOR-9g(4) on file in the Board Office)

Dr. Ying Bao	Dr. Tara McManus
Dr. Hyun (Grace) Chatfield	Dr. Colleen Parks
Dr. Lynn Comella	Dr. Alexander Paz-Cruz
Dr. Marcia Ditmyer	Ms. Jeanne Price
Dr. Carolee Dodge-Francis	Dr. Jason Smith
Dr. Georgia Dounis	Mr. Thomas Sommer
Dr. Janet Dufek	Dr. Andrew Spivak
Dr. Paul Forster	Dr. Sarah Tanford
Dr. Tiffiany Howard	Ms. Anne Traum
Dr. Jefferson Kinney	Ms. Mary (Kate) Wintrol
Dr. David Lee	Dr. Jianzhong (Andrew) Zhang
Dr. Pierre Lienard	Dr. Hui Zhao

UNR – (Ref. BOR-9g(5) on file in the Board Office)

Dr. Christine Aramburu Alegria	Dr. Tsungju O-Lee
Dr. Dmitri Atapine	Dr. Anthony Papa
Ms. Amalia Beisler	Dr. Chanwoo Park
Dr. Lisa Black	Dr. Michele Pelter
Dr. Steven Gehrke	Dr. Yantao Shen
Dr. Mehmet Hadi Gunes	Dr. Arun Upadhyay
Dr. John M. Ham	Dr. Subhash Verma
Dr. Igor Makienko	Dr. Xiaoshan Zhu
Ms. Ann Medaille	

WNC – (Ref. BOR-9g(6) on file in the Board Office)

Dr. Thomas Herring
Dr. Gary Schwartz

Regent Geddes moved approval of the Consent Items in their entirety except for Consent Item #9a (*Minutes*) which was considered separately and #9f (*Allocation of Grants-in-Aid, 2014-2015*) which was withdrawn from consideration until the June 2014 meeting. Regent Blakely seconded. Motion carried. Regent Schofield was absent.

The Following Consent Item Was Considered Separately:

9. Action Taken - Consent Items (Agenda Item #9) - (Cont'd.)

9a. Approved – Minutes (Agenda Item #9a) – The Board approved the following meeting minutes with correction to BOR-9a(1) (December 5-6, 2013, Board of Regents' meeting) to reflect President Burton was in attendance to represent WNC:

- December 5-6, 2013, Board of Regents' Meeting (Ref. BOR-9a(1) on file in the Board Office).
- December 6, 2013, annual Foundation meetings:
 - CSN (Ref. BOR-9a(2) on file in the Board Office).
 - DRI Research (Ref. BOR-9a(3) on file in the Board Office).
 - DRI Research Parks, LTD. (Ref. BOR-9a(4) on file in the Board Office).
 - GBC (Ref. BOR-9a(5) on file in the Board Office).
 - NSC (Ref. BOR-9a(6) on file in the Board Office).
 - TMCC (Ref. BOR-9a(7) on file in the Board Office).
 - UNLV (Ref. BOR-9a(8) on file in the Board Office).
 - UNR (Ref. BOR-9a(9) on file in the Board Office).
 - WNC (Ref. BOR-9a(10) on file in the Board Office).

Mr. Wasserman requested correction to page 2 of the December 5-6, 2013, Board of Regents' Meeting minutes to reflect President Burton was present to represent WNC.

Regent Crear moved approval of Consent Item #9a (Minutes) with correction to page 2 of the December 5-6, 2013, meeting minutes to reflect President Burton was in attendance to represent WNC. Regent Blakely seconded. Motion carried. Regent Knecht abstained. Regent Schofield was absent.

10. Action Taken – Regents' Awards (Agenda Item #10) - The Board approved the 2014 Regents' Scholars and the Distinguished Nevadan recipients as follows:

A. Action Taken - Distinguished Nevadans (Agenda Item #10a) - Policy: Handbook, Title 4, Chapter 1, Section 14: (Ref. BOR-10a on file in the Board Office)

- Keith L. Lee (Ref. BOR-10c on file in the Board Office)
Nominated by Regent Geddes
- Monte L. and Susan J. Miller (Ref. BOR-10d on file in the Board Office)
Nominated by Regent Knecht
- Dr. Raymond D. Rawson (Ref. BOR-10e on file in the Board Office)
Nominated by Regent Stephens
- Michael and Sonja Saltman (Ref. BOR-10f on file in the Board Office)
Nominated by Regent Page
- James D. Santini (Ref. BOR-10g on file in the Board Office)
Nominated by the full Board
- Carolyn M. Sparks (Ref. BOR-10h on file in the Board Office)
Nominated by Regent Wixom
- Bret Whipple (Ref. BOR-10i on file in the Board Office)
Nominated by Regent Leavitt

10. Action Taken – Regents’ Awards (Agenda Item #10) – (Cont’d)

A. Action Taken - Distinguished Nevadans (Agenda Item #10a) – (Cont’d.)

Regent Geddes moved approval of the 2014 Distinguished Nevadan recipients.

Mr. Wasserman noted for the record that Clark County Commissioner Chris Giunchigliani is currently serving in an elected position. Pursuant to Section 5 of Chapter 8 of the *Procedures and Guidelines Manual*, persons currently holding elected public office are ineligible for the award. However, the Board has the right to waive such limitation.

Regent Geddes withdrew his motion.

Regent Leavitt said the policy was instituted for a reason and it was inappropriate to waive the limitation.

Regent Geddes agreed with Regent Leavitt. He said over the last several years the Board has heard requests to waive that limitation twice and he had voted against both times. He said he would not support this request.

Regent Stephens asked the Board to consider approval of Commissioner Giunchigliani separately from the other nominees.

Regent Crear asked consideration of Commissioner Giunchigliani be deferred until Regent Schofield could be present for the discussion.

Vice Chairman Trachok moved approval of the 2014 Distinguished Nevadans except for Commissioner Chris Giunchigliani which would be considered separately at a later time in the meeting. Regent Geddes seconded. Motion carried. Regent Schofield was absent.

B. Approved - Regents’ Scholars (Agenda Item #10b) – Policy: Handbook, Title 4, Chapter 1, Section 15 and Procedures and Guidelines Manual, Chapter 8, Section 2(5): (Ref. BOR-10j and BOR-10k on file in the Board Office)

- Carlos Holguin, CSN
- Jasmine Dulgar, GBC
- Josh Ranck, NSC
- Nicole Lee, TMCC
- David Armstrong, UNLV Graduate
- Brittany Radke, UNLV Undergraduate
- Daniel Mayes, UNR Graduate
- Steven DelaCruz, UNR Undergraduate
- Ian Greenlee, WNC

10. Action Taken – Regents’ Awards (Agenda Item #10) – (Cont’d)B. Approved - Regents’ Scholars (Agenda Item #10b) – (Cont’d.)

Regent Crear moved approval of the 2014 Regents’ Scholars. Regent Blakely seconded. Motion carried. Regent Schofield was absent.

11. Approved – Honorary Degrees (Agenda Item #11) - The Board approved the 2014 Honorary Degree recipients (Board of Regents Handbook, Title 4, Chapter 1, Section 14, and Procedures and Guidelines Manual, Chapter 8, Section 1.2): (Ref. BOR-11a on file in the Board Office)

A. Honorary Doctorate Degree:

- Fred B. Cox, UNLV (Ref. BOR-11b on file in the Board Office)

B. Honorary Baccalaureate Degree:

- John R. Pryor, GBC (Ref. BOR-11c on file in the Board Office)

C. Honorary Associate Degree:

- Edgar Patino, CSN (Ref. BOR-11d on file in the Board Office)

Regent Knecht moved approval of the 2014 Honorary Degree recipients. Regent Doubrava seconded. Motion carried. Regent Schofield was absent.

12. Information Only – Mission Statement, CSN (Agenda Item #12) - CSN President Michael D. Richards reviewed the college’s mission statement and updated the Board on how the college intends to accomplish the goals listed in its mission statement, how the Board can help the college achieve those goals, and identified potential impediments to achieving the stated goals, with particular focus on any Board or institutional policies that may impede the college’s ability to achieve the goals outlined in its mission statement (Ref. BOR-12 on file in the Board Office).

The meeting recessed at 11:47 a.m. on Thursday, March 6, 2014, and reconvened at 12:29 p.m. with all members present.

10. Action Taken – Regents’ Awards (Agenda Item #10) – (Cont’d.)A. Action Taken - Distinguished Nevadans (Agenda Item #10a) – (Cont’d.)

- Chris Giunchigliani (Ref. BOR-10b on file in the Board Office)
Nominated by Regent Schofield

Regent Schofield explained the reasons for his nomination and outlined the qualifications of Clark County Commissioner Giunchigliani as a 2014 Distinguished Nevadan.

10. Action Taken – Regents’ Awards (Agenda Item #10) – (Cont’d.)

A. Action Taken- Distinguished Nevadans (Agenda Item #10a) – (Cont’d.)

Regent Stephens moved approval for the Board to waive its limitation on the ineligibility of nomination for persons currently sitting in an elected position. Regent Crear seconded.

Regent Geddes said he could not support Commissioner Giunchigliani’s nomination. The policy was in place to prevent the awarding of sitting elected officials who have a direct influence in the System’s policies and budgets.

Regent Leavitt suggested allowing Regent Schofield additional time to make another nomination if the motion to waive the limitation failed.

Regent Knecht said waiving the limitation would be unfair to others who would have or could have been nominated. However, he agreed Regent Schofield should be extended the opportunity to resubmit a nomination in time for the tentative April 25th Special Meeting.

Regent Leavitt requested a future agenda item to address the appropriateness in the recent trend for joint nomination of Distinguished Nevada awards, such as for spouses. Chairman Page said such a request could be considered as New Business.

Regent Blakely supported Regent Schofield’s nomination of Commissioner Giunchigliani and felt an exception could be made.

Mr. Wasserman restated the motion as being, pursuant to Section 1 of Chapter 8 of the *Procedures and Guideline Manual*, for the Board to waive its limitation on the ineligibility of nomination for persons currently sitting in an elected position.

Upon a roll call vote, motion failed. Regents Trachok, Wixom, Anderson, Geddes, Knecht, Leavitt and Melcher voted no. Regents Page, Schofield, Stephens, Blakely, Crear and Doubrava voted yes.

Regent Leavitt moved approval to waive the March 31st deadline to allow Regent Schofield time to submit another nomination prior to the April Board meeting and directed the item be promptly agendaized. Regent Knecht seconded. Motion carried.

13. Approved - GBC Core Themes (Agenda Item #13) – The Board approved GBC’s three institutional core themes: 1) Provide Student Enrichment; 2) Build Bridges and Create Partnerships; and 3) Serve Rural Nevada (*Ref. BOR-13 on file in the Board Office*).

Regent Stephens moved approval of GBC’s three institutional core themes: 1) Provide Student Enrichment; 2) Build Bridges and Create Partnerships; and 3) Serve Rural Nevada. Regent Geddes seconded. Motion carried.

14. Information Only - University of Nevada School of Medicine Overview of Liaison Committee on Medical Education (LCME) Accreditation (Agenda Item #16) - Dr. Melissa Piasecki, UNSOM Senior Associate Dean of Academic Affairs provided an overview of the Liaison Committee on Medical Education (LCME) accreditation process and requirements for medical education. Dr. Piasecki’s presentation specifically included information on the LCME’s structure and function, expansion of medical schools and programs through existing accredited programs and the five stages of the accreditation process for new medical schools, including applicant, candidate, preliminary, provisional and full accreditation (*Ref. BOR-16 on file in the Board Office*).

Regent Crear asked if it was common for a medical school with preliminary status to enroll students. Dr. Piasecki responded it was common for recruitment to occur in preliminarily accredited schools.

Regent Crear asked if students were hesitant to enroll into schools not yet fully accredited. Dr. Piasecki responded preliminary accreditation tended to be a sufficient status from which to recruit a good charter class.

Regent Stephens requested a graphic timeline representation of the five phases in the accreditation process, including best and worst case scenarios. Dr. Piasecki responded there was a broad range of variability to each phase of accreditation and a graph could be provided. Chairman Page said TrippUmbach could also assist in preparing such information as well.

Regent Leavitt said he and Regent Doubrava previously submitted multiple materials to the Board which could also be found on the LCME or the ACGME (*Accreditation Council for Graduate Medical Education*) websites. In response to Regent Crear’s question, Regent Leavitt said a charter class with sufficient financial resources has never failed. He believed the budget presentations to be made in June will include the anticipated cost for each phase of accreditation.

Regent Wixom asked what evidence the LCME would require to show sufficient financial resources were available in the first five years, particularly since the budgets are subject to legislative review every two years. Dr. Piasecki responded the LCME would want to see projected budgets, track records of other institutions also in the same system and if there were great fluctuations within the budgets.

14. Information Only - University of Nevada School of Medicine Overview of Liaison Committee on Medical Education (LCME) Accreditation (Agenda Item #16) – (Cont'd.)

Regent Doubrava thanked Dr. Piasecki for a succinct and accurate presentation of the LCME. However, for the benefit of those without medical education experience, he clarified the presentation was an overview of the LCME and not the ACGME.

Regent Leavitt said the conversation yet to occur under #18 (*Expansion of Medical Education in Nevada*) may address information on the budget and the importance of state and philanthropic dollars. President Snyder said the budget will be important to the process and must include state and philanthropic dollars to build the quality medical school desired.

15. Approved - Initial Salary, Vice Chancellor Government and Community Affairs (Agenda Item #35) – The Board approved the initial salary for Dr. Constance Brooks, Vice Chancellor for Government and Community Affairs. Terms and conditions of the appointment were provided at the meeting (*Terms and conditions on file in the Board Office*).

Regent Crear moved approval of the initial salary for Dr. Constance Brooks, Vice Chancellor for Government and Community Affairs. Vice Chairman Trachok seconded. Motion carried.

16. Information Only – Mission Statement, TMCC (Agenda Item #14) - TMCC President Maria C. Sheehan reviewed the college's mission statement and updated the Board on how the college intends to accomplish the goals listed in its mission statement, how the Board could help the college achieve those goals, and identified any potential impediments to achieving the stated goals, with particular focus on any Board or institutional policies that may impede the college's ability to achieve the goals outlined in its mission statement (*Ref. BOR-14 on file in the Board Office*).

The meeting recessed at 1:58 p.m. on Thursday, March 6, 2014, and reconvened at 2:10 p.m. with all members present.

17. Approved – iNtegrate 2 (Agenda Item #15) – The Board approved a one-time transfer from the Operating Pool Reserve to the iNtegrate Reserve Fund in an amount not to exceed \$20 million for partial funding of the iNtegrate 2 project, pending future Board action to expend the funds.

Vice Chancellor for Information Technology Steve Zink and Vice Chancellor for Finance and Administration Vic Redding, along with Huron Consulting representative Phil Goldstein, provided the Board with a status update on the iNtegrate 2 project, the Request for Proposal (RFP) process and eventual vendor selection as well as various project funding scenarios (*Ref. BOR-15 on file in the Board Office*).

17. Approved – iNtegrate 2 (Agenda Item #15) – (Cont'd.)

Chairman Page asked why the Screening Committee was comprised only of representatives from within NSHE. Mr. Goldstein responded Huron Consulting is one form of outside expertise and additional external input could be sought during the reference check phase of the process.

Vice Chancellor Redding said in December 2010, the Board approved a transfer of \$20 million from the Operating Pool Reserve with funds earmarked for future phases of the iNtegrate project. In September 2012, the Board approved an expenditure of up to \$1 million for the Business Process Review. The balance of the iNtegrate Reserve Fund was \$20.45 million as of the end of February 2014. The current balance of the Operating Pool Reserve is \$58.95 million. Vice Chancellor Redding said the Board is asked to consider an additional transfer of \$20 million from the unobligated Operating Pool Reserve to the iNtegrate Reserve Fund bringing the balance of the iNtegrate Reserve Fund to \$40.45 million.

Vice Chancellor Redding said the requested transfer would address two immediate issues. First, the Operating Pool Reserve balance is strong right now which presents an opportunity to earmark funds for later expenditure. Second, the method of paying for iNtegrate 2 is a significant budgetary unknown. Although the results of the RFP were still pending, the transfer would move the System forward. The Board would then be asked to approve final expenditure when the project is complete.

Regent Wixom said the Board approved the iNtegrate project approximately six years ago with the understanding there would be three phases. The most difficult phase, Student Services (first phase), was completed first with Financial Services (second phase) and Human Resources (third phase) to follow. The first phase came in ahead of schedule and under budget. Regent Wixom felt the entire project had been approved on a holistic basis. While the Student Services phase was critical, the Financial Services and Human Resource phases become vital heading into the next legislative session and will allow the NSHE to provide critical real-time information and data regarding operations, efficiency and effectiveness. The Board was being asked only for the approval to move unobligated funds to an earmarked category. The Board would still be asked to approve a final expenditure plan.

Vice Chancellor Redding confirmed the funds would remain in the Operating Pool Reserve but would move from the unobligated category to an earmarked category. Any expenditure plan will be presented to the Board for its approval at a later time.

Regent Wixom moved approval of a one-time transfer from the Operating Pool Reserve to the iNtegrate Reserve Fund in an amount not to exceed \$20 million for partial funding of the iNtegrate 2 project, pending future Board action to expend the funds. Regent Geddes seconded.

17. Approved – iNtegrate 2 (Agenda Item #15) – (Cont'd.)

Regent Crear asked if the final cost for the project was known or if publicly announcing the amount of available funds provides an advantage to possible vendors. Vice Chancellor Redding responded the final cost was expected to fall within a range but a specific amount was still unknown. The additional funds would not fully cover the final cost. He said the RFP was competitive so knowing the funds currently available would not give one vendor advantage over another.

Regent Crear noted the initial RFP was for over \$100 million for all three phases. He said it was also important to note the first phase came in under budget.

Regent Knecht asked what the final cost was for the Student Services phase. Vice Chancellor Zink replied the final cost for the first phase was just under \$25 million, not including campus expenses.

Regent Knecht said the current financial system is unable to accurately analyze how much the actual fee revenue is which is important when asking how much the taxpayers and/or students pay for the instructional costs of higher education. He asked if the new financial services module will provide a more definitive account of the sources of revenues and provide a richer data system as differentiated pricing goes into effect. Vice Chancellor Zink responded those results could be anticipated if the implementation is done correctly with priority placed on the sanctity of the data dictionary. If the System fails in maintaining the sanctity of the data dictionary then costs will increase because there will be too much differentiation and degradation by each campus over time.

Regent Knecht asked if the new system will also be designed to keep and access personnel data such as headcount by staff or faculty type and possible other multiple breakdowns to be used for planning and analysis. Vice Chancellor Zink responded the data is owned by the Board of Regents and needed to be considered a corporate asset. He clarified the current payroll system was not a human resources system. Since the available functionality of a modern personnel system is so rich it will be important to initially limit functionality and then add components over time.

Regent Geddes said he was fully supportive of the iNtegrate project. He emphasized the importance of maintaining control of the data dictionary to prevent a highly complex system for which there is no control.

Chairman Page said there was too much guessing of the final costs. He asked for an accounting to see what has been budgeted to date, what has been spent and the current balance of the reserve account. Vice Chancellor Redding responded if the Board takes no action then the funds will remain in the unencumbered Operating Pool Reserve.

Regent Blakely asked if it was necessary for action to be taken that day. Secondly, he asked if the project was also beneficial for the smaller community colleges. He said he was having a difficult time supporting the transfer.

17. Approved – iNtegrate 2 (Agenda Item #15) – (Cont'd.)

Regent Wixom said by taking action now the Board is acknowledging the costs involved and providing the campuses with support by clearly identifying where the project is going. There does need to be a detailed accounting and understanding of what the exact project costs are.

Motion carried. Chairman Page voted no.

The meeting recessed at 3:08 p.m. on Thursday, March 6, 2014, for committee meetings and reconvened at 9:00 a.m. on Friday, March 7, 2014, with all members present.

18. Information Only – Public Comment (Agenda Item #17) – Mr. Matt Lush, ASUN Representative, UNR; Ms. Sarah Byrnes, ASUN Representative, UNR; and Ms. R.J. Boyajian, GSA President, UNR, addressed the Board in concern for but also in support of the proposed increase in tuition and fees for UNR.

Mr. Elias Benjelloun, UNLV Student; Mr. Vladislav Zhitny, UNLV Student; Ms. Elizabeth DelSignore, UNLV Student; Ms. Betzabe Sanchez, UNLV Student; Mr. Jonas D. Rand, UNLV Student; Mr. Kary Nguyen, UNLV Student; Mr. Juan Gonzalez, UNLV Student; Ms. Jasmine Hicks, UNLV Student; Ms. Dena Banning, UNLV Student; Mr. Alex Murdok, UNLV Student; Mr. James Pelz, UNLV Student; Mr. Brent Buffone, UNLV Student; Ms. Larmaya Kilgore, UNLV Student; Ms. Jessica Luhan, UNLV Student; Mr. Thomas McAllister, UNLV Student; Mr. Victor Mata, UNLV Student; Mr. Tevin Flores, UNLV Student; Ms. Lynda Pham, UNLV Student; and Mr. Mark Ciavola, CSUN President, UNLV, addressed the Board in opposition to the proposed increase in tuition and fees for UNLV.

19. Information Only - Expansion of Medical Education in Nevada (Agenda Item #18) - Chancellor Daniel J. Klaich and Mr. Paul Umbach, TrippUmbach, discussed progress on implementation of the November 6, 2013, Memorandum of Understanding (MOU) among the University of Nevada, Reno, University of Nevada, Las Vegas, University of Nevada School of Medicine and the Nevada System of Higher Education containing the vision statement for medical education in Nevada, which was approved by the Board at its December 5-6, 2013, meeting. Topics included discussion of a Statewide Steering Committee, community advisory committee, state-wide inventory process and the budget process.

19. Information Only - Expansion of Medical Education in Nevada (Agenda Item #18) – (Cont'd.)
Mr. Umbach said there have been three updates to the case statement including: 1) development of two separately-accredited public medical schools; 2) to be built in close partnership between UNR and UNLV; and 3) with unanimous support for development of a date-certain timeframe. Development of a joint business planning process and a joint budget process remains the same as well as the importance of maintaining a strong partnership between the two schools to allow the newly accredited medical school the best chance for success while at the same time providing no harm to the existing medical education program statewide.

Regent Leavitt commended UNR and UNLV for their increased level of cooperation and collaboration within a short period time under the direction of the MOU. He thanked Regent Doubrava for his leadership through the Health Sciences System Committee as well as Chairman Page and Vice Chairman Trachok for their participation in the development of the Statewide Steering Committee.

Regent Geddes said separately-accredited medical schools gave him pause specifically in terms of requesting funding from the Legislature. The System must be explicit in outlining the costs involved to make certain there does not continue to be a zero-sum game in the budget lines. He said if one program is cannibalized to fund another then all programs will suffer. Chancellor Klaich agreed with Regent Geddes. He said it was more of a truth-in-packaging effort aimed at conveying the goal has remained the same since day one and this is the best way to achieve that goal. He emphasized the critical role private philanthropy will have in the success of the project.

Regent Stephens was supportive of the project but concerned about the lack of available foundational funding. Although she wanted to see a medical school at UNLV she felt it more prudent to expand the existing program based on the original MOU. She looked forward to further updates on private funding as the project moves forward.

President Snyder said taking the route for separately-accredited medical schools would result in a scenario where one-plus-one equals more than two and would add value to the state. There was no doubt a medical school will be a tremendous opportunity for fundraising but the way it is implemented is critical. He hoped to be able to share with the Board a status update on private funding at the June meeting.

Regent Doubrava agreed the System must be careful in sending the appropriate message to the Legislature not to cannibalize one program for another and that having two separately-accredited public medical schools would add muscle to the state. He felt it was possible to make the case the UNSOM has been underfunded since the day it was created partially due to the tension between the northern and southern regions of the state. Having separately-accredited schools could be a way to resolve the tension and move forward.

19. Information Only - Expansion of Medical Education in Nevada (Agenda Item #18) – (Cont'd.)

Regent Melcher said he was pleased with the progress and direction of the Statewide Steering Committee. He requested development of a communications strategy to reach out to the communities that continue to promote the north versus south division. He said it would be important to quickly address negative or incorrect information.

Regent Wixom requested detailed information on the two-year and five-year start-up costs, including hard costs and operating costs, as well as a strategy and timing of philanthropic support going forward and the effect philanthropic funding will have on incremental funding. Regent Wixom said he would also like more information on the financing components of General Medical Education (GME), including Medicaid and Medicare. It would also be important for the Board to understand the role of practice plans both financially and in developing community relationships. He did not want those questions to imply negativity but to be seen as an opportunity to inform the Board on the enormous positive opportunities before it.

Chancellor Klaich asked the Board to send him any and all questions and he will then serve as a conduit to the consultants.

Regent Doubrava asked for all questions submitted by Regents to be treated as information requests and shared among the full Board. Chairman Page responded it was absolutely appropriate for all information and answers to be shared with the full Board.

Regent Blakely asked to hear President Johnson's perspective on separate accreditation. President Johnson responded it was a unanimous decision to pursue separately-accredited schools. The separate accreditation would provide clarity and allow the existing medical school to continue to develop while simultaneously building a second medical school. He felt the clarity would also positively stimulate philanthropic efforts in both regions.

Regent Schofield said there has been much stress related to the north-south competition over the years. He felt the System was going in the right direction by carefully proceeding as a team.

Regent Crear asked if a list was available for the members of the Statewide Steering Committee, including biographical data. He said the simultaneous approach to having two medical schools was important.

Chancellor Klaich said the case statement will be clearly communicated going forward. The members of the Statewide Steering Committee include UNR representatives President Johnson and Provost Kevin Carman; UNLV representatives President Snyder and Provost John V. White; UNSOM Dean Schwenk and the future founding dean of the Las Vegas medical school; and Mr. Phil Satre and Mr. Michael Yackira as the two statewide business representatives recommended by Tripp Umbach. Chancellor Klaich said he functions as the chair of the Committee and Vice Chancellor of Health Sciences Marcia Turner also sits on the committee.

19. Information Only - Expansion of Medical Education in Nevada (Agenda Item #18) – (Cont'd.)

Regent Crear asked if the Statewide Steering Committee was tasked with making overall recommendations to the Board as the project moves forward. Chancellor Klaich responded the Committee will ensure the central tenant of the MOU which calls for collaborative and unified business and budgetary planning statewide remains in effect.

Regent Crear asked if the Statewide Steering Committee functions separately from the two institutional committees. Chancellor Klaich responded development of the two institutional committees has been temporarily postponed until UNLV has hired a planning dean.

Regent Leavitt said the Statewide Steering Committee's unanimous recommendation will be brought before the Board as an action item at the June meeting. He asked for the MOU to be updated to clarify the changes as presented. Mr. Umbach responded the Statewide Steering Committee is actively creating a case statement which includes language from the MOU approved by the Board on November 6, 2013, and will use it to create a vision document and a specific guiding principles document. He emphasized future business and budgeting plans will also be presented to the Board for approval.

Regent Leavitt asked if the MOU will remain the project's founding document. Mr. Umbach responded that was correct.

The meeting recessed at 11:08 a.m. on Friday, March 07, 2014, and reconvened at 11:15 a.m. with all members present.

20. Information Only - Procedures and Guidelines Manual Revision, Tuition and Fees Committee: Recommended Tuition and Fees, Academic Years 2015-16 through 2018-19 (Agenda Item #19) - Chancellor Daniel J. Klaich presented for informational purposes only the recommendations of the Tuition and Fees Committee for tuition and fees adjustments for academic years 2015-16, 2016-17, 2017-18, and 2018-19. Final action on the proposed tuition and fee recommendations is scheduled to occur at the June 2014 meeting of the Board (*Procedures and Guidelines Manual Chapter 7, Section 1*) (Refs. BOR-19a; BOR-19b; BOR-19c, and statements by Regent Geddes and Regent Knecht are on file in the Board Office).

20. Information Only - Procedures and Guidelines Manual Revision, Tuition and Fees Committee: Recommended Tuition and Fees, Academic Years 2015-16 through 2018-19 (Agenda Item #19) – (Cont’d.)

Registration Fee Recommendations	2015-16	2016-17	2017-18	2018-19
Universities undergraduate	4%	4%	4%	4%
Universities graduate	0%	0%	2%	2%
Nevada State College	2.5%	3.5%	3.5%	3.5%
Community Colleges (upper and lower)	4%	4%	4%	4%

Non-Resident Tuition Recommendations	2015-16	2016-17	2017-18	2018-19
Universities undergraduate	0%	0%	2%	2%
Nevada State College	4%	4%	4%	4%
Community Colleges	0%	0%	2%	2%

Chancellor Klaich noted the dollar equivalent for each recommendation can be found in the reference material (*Refs. BOR-19a; BOR-19b, and BOR-19c on file in the Board Office*).

Vice Chancellor for Academic and Student Affairs Crystal Abba reviewed four policy proposals which will be presented for the Board’s approval under separate agenda item #20 (*Handbook Revisions, Tuition and Fees Committee: Recommended Tuition and Fees Policy Revisions*).

- Handbook Revision, Predictable Pricing (Agenda Item #20a) - Under existing Board policy, predictable pricing is one of the guiding principles for establishing tuition and fee rates across the System. The Tuition and Fees Committee will recommend specifying that once approved by the Board for specific years, the registration fees and non-resident tuition rates shall not be changed except in emergency situations or extreme economic circumstances.
- Handbook Revision, Calculation of Undergraduate Registration Fee for State College (Agenda Item #20b) - Under existing Board policy, registration fees for Nevada State College (NSC) are calculated at the mid-point between specified university and community college fees. The Tuition and Fees Committee will recommend removing that requirement to allow registration fees for NSC to be set independently from the universities and community colleges.
- Handbook Revision, Registration Fee Incentive Programs (Agenda Item #20c) - Under existing Board policy, institutions have the authority to bring forward tuition incentives for Board approval in order to further the goals of the NSHE Master Plan and institutional strategic plans. The Tuition and Fees Committee will recommend adding language to allow the same authorization for registration fee incentives and to provide the specific example of a graduation incentive/fee guarantee program.
- Handbook Revision, Registration Fee or Tuition Discounts (Agenda Item #20d) - The Tuition and Fees Committee will recommend authorizing institutions to bring forward for Board approval tuition or registration fee discounts under certain conditions.

20. Information Only - Procedures and Guidelines Manual Revision, Tuition and Fees Committee: Recommended Tuition and Fees, Academic Years 2015-16 through 2018-19 (Agenda Item #19) – (Cont'd.)

Regent Anderson requested clarification of agenda item #20a (*Handbook Revision, Predictable Pricing*). Vice Chancellor Abba responded the institution will be given the authority to create a tuition guarantee program but it is not required. If an institution decides it wants to create a tuition guarantee program then the policy provides authority for the institution to create the administrative framework to support such a program.

Regent Anderson asked if an institution could decide to override the four percent increase. Vice Chancellor Abba responded the provision has been in existence for many years but no institution has used it for the reason it creates many administrative challenges.

Regent Geddes requested to hear a few examples of the type of discount programs to be addressed by agenda item #20d (*Handbook Revision, Registration Fee or Tuition Discounts*). Chancellor Klaich responded he currently did not anticipate any discount programs other than the recently approved reduced-fee for the Teaching English as a Second Language (TESL) programs at GBC and NSC. He said over the last five years the Board eliminated many special tuition and fee deals. The proposed revision will create a more entrepreneurial model by allowing the institutions to consider and present recommendations for various programs to the Board for its consideration.

Regent Geddes asked if spending plans have been prepared reflecting where the additional dollars from the increased tuition and fees would be spent and if those plans would be presented to the Board in June. Chancellor Klaich responded he would gather those spending plans and distribute them to the Board prior to final action.

Regent Crear asked to see the results and status of previous spending plans before approving additional increases. Chancellor Klaich responded a budget-to-actual comparison for the last eight percent fee increase was distributed to the Board on Wednesday of that week. He understood the Regents would not have had an opportunity to review the document before this discussion but it was available to them for review prior to final action at a future meeting.

Regent Crear requested further explanation of agenda item #20a (*Handbook Revision, Predictable Pricing*). Vice Chancellor Abba responded predictable pricing guides the Tuition and Fees Committee through its recommendation process. The policy reflects the Board's stand that if an institution is going to request a four percent increase over a four year period of time then the institution cannot come back to the Board in two years and request an additional increase unless for extreme economic circumstances or emergency situations.

Regent Crear said there is often an emergency situation. Chancellor Klaich responded the same point was raised at the Tuition and Fees Committee. He said there would need to be an apocalyptic circumstance, some exceptional or extraordinary condition of the institution or state, and not just a new program where additional funding is needed.

20. Information Only - Procedures and Guidelines Manual Revision, Tuition and Fees Committee: Recommended Tuition and Fees, Academic Years 2015-16 through 2018-19 (Agenda Item #19) – (Cont'd.)

Regent Stephens asked how the TESL program could have been presented to the Board if the institutions did not already have the ability to recommend discounts. Vice Chancellor Abba responded codification of the policy would send a formal signal to the institutions they can bring more proposals forward. The proposed policy revision also tells the institutions they must provide justification for the request.

Regent Crear asked if some of the tuition and fee increase will go toward need-based, as well as merit-based, financial aid. Chancellor Klaich responded it would mostly go toward need-based financial aid.

Regent Crear asked to see the breakdown of how funds from the previous eight percent increase were distributed for need-based financial aid. Chancellor Klaich responded Vice Chancellor Abba would be able to distribute that information.

Regent Stephens said the reality of the situation is to some students every single dollar counts. She had great discomfort in talking about shared sacrifice when the state of Nevada was not doing its part in funding higher education. Nevada's higher education system should not be shifting to a business model that moves the burden to the students. She was adamantly opposed to the proposed tuition and fee increase. She requested the Board consider final action at its April 25th Special Meeting instead of waiting until June. She also requested statistical information on what the true cost of education is.

Mr. Andrew Diss, UNR Student, requested disclosure of where the additional funding from increased tuition and fees would go. He was concerned the value of his degree would be diluted. He felt the System was asking for a blank check with no strings attached. He asked for President Johnson to more clearly communicate to the UNR students where the funds would be spent.

Mr. Porter requested the Board consider the proposed tuition and fee increases at its tentatively scheduled special meeting on April 25, 2014. As a student government leader he could not agree with the proposed increase in tuition and fees. In 2012 he had participated in hearings which resulted in the Board's approval of an eight percent increase. At the time, students were promised the fees would be spent entirely on student services which is what occurred at GBC. However, within the last year one of the faculty and staff positions supported by the increased fees had been vacated with no plans to fill the vacancy. He applauded GBC's administration for doing its best in a difficult situation. However, he believed the System needed to reach a point of sustainability which could not be accomplished through more tuition and fee increases. He stated the students need help. The institutions need to be held accountable and the students need to be directly involved in determining how the funds will be spent. The discussion needed to focus on affordability and need-based financial aid regardless of whether tuition and fees were increased.

20. Information Only - Procedures and Guidelines Manual Revision, Tuition and Fees Committee: Recommended Tuition and Fees, Academic Years 2015-16 through 2018-19 (Agenda Item #19) – (Cont'd.)

Mr. Deuvall Dorsey, NSSA President, NSC, said it had been suggested the students of NSC do not oppose tuition and fee increases because they are subject to the lowest increase. He said the recommended increase, combined with the recently approved building fees, have a significant impact on the personal finances of NSC students. However, the many improvements on NSC's campus over the last three years has increased the value of an education and degree earned there. While NSC students may not embrace the proposed tuition and fee increase with the same enthusiasm as the building fee, they are willing to work with it and play their part in the shared sacrifice.

Ms. Alejandra Leon, ASWN President, WNC, said there were three imperatives to the situation: affordability, accountability and achievement. In regard to affordability, the students' income ranges broadly and in some cases just a few dollars determines their ability to complete their education. In terms of accountability, she said tangibility is difficult for students to attain and it was important for the Regents to uphold their promise the increase will go back to the students. In regard to achievement, Ms. Leon said everyone wanted students to graduate and Nevada needs an educated workforce.

Ms. Stephanie Prevost, SGA President, TMCC, said the most significant concerns for students were accountability and affordability. She asked that, if the proposed increase in tuition and fees is approved, the Board be accountable in making sure the funds are returned to the students through the services promised.

Mr. Umram I. Osambela, ASCSN President, CSN, said the Associated Students and the administration of the College of Southern Nevada have come to an agreement for the tuition and fee increase for fiscal years covering 2015 through 2019 based firmly on the position the fee increase will not exceed four percent per fiscal year. All revenues procured from the increase will be allocated to funding of student services such as increasing counselors, financial aid opportunities and registration resources. Those are focal points to student success and have high importance to the student body. The state of Nevada needs to step up to the plate. The students have been given the burden to support higher education in the state while the Legislature has taken a back seat. The ASCSN urged the Board to convey to the Legislature the importance of a need-based financial aid program.

Ms. Megan Pierce, GPSA Representative, UNLV, said the GPSA is in favor of any action taken to facilitate UNLV reaching the status of a Tier I institution. The GPSA has not received any student feedback in opposition of the increase as long as the increase can be used to improve research and quality of education.

20. Information Only - Procedures and Guidelines Manual Revision, Tuition and Fees Committee: Recommended Tuition and Fees, Academic Years 2015-16 through 2018-19 (Agenda Item #19) – (Cont'd.)

Mr. Ziad Rashdan, ASUN President, UNR, said he understood the concern for increased tuition and fees. However, services and support mechanisms must be ensured to remain competitive. The proposed tuition and fee increase at UNR will provide increased faculty, access to education and a mechanism to research opportunities which are three goals reflected in UNR's Joint Vision 2017.

Mr. Mark Ciavola, CSUN President, UNLV, said predictable pricing was not as predictable as it may appear. He noted the Tuition and Fees Committee had only two students representing the entire student body of the System. He also understood the rural schools were cut tremendously and raising tuition and fees was a way to make up the lack of funds. He requested a specific plan in writing where the revenue from the increase will go with measurable metrics for accountability purposes. If such plans did not exist, then he requested the Board vote against the increase. Secondly, he requested the Board's final decision be moved to the April 25, 2014, Special Meeting instead of the June meeting as scheduled. Third, he asked the proposed tuition and fee increase be broken into three separate votes so university level fees, which are unsupported by the UNLV student body, are not voted upon with the other schools which have support for their increases. Fourth, He requested the Board be open to alternative proposals to permanently generate additional revenues through registration fees without crippling existing students' ability to graduate.

Regent Wixom said it was important to remember the proposed tuition and fee increase was presented for informational purposes only. The only action for consideration at that day's meeting were the changes in policy (*agenda item #20*) to allow the System to more clearly and articulately set forth its fees in the future.

Regent Knecht felt the input of the students and others on the proposed tuition and fee increases had been appropriately heard under the current agenda item, noting it was for information purposes only.

Regent Blakely asked if final action on the proposed tuition and fees would be heard at the April 25th Special Meeting. Chairman Page responded the request has been taken under consideration.

Regent Knecht provided a formal statement with corresponding data (*full statement on file in the Board Office*). Regent Knecht stated that over the last dozen years, fees at the university level have doubled in real terms, and fees at the community college and state college level have gone up between 50 and 80 percent. However, in that same period of time, the incomes of Nevada's families have declined by three percent. He felt the increase in the student and family burden relative to the income highlights the failure of higher education, in general, to realize the kind of cost management it should have. He opposed the budget cuts made four and a half years ago and has continued to support the restoration of those cuts.

20. Information Only - Procedures and Guidelines Manual Revision, Tuition and Fees Committee: Recommended Tuition and Fees, Academic Years 2015-16 through 2018-19 (Agenda Item #19) – (Cont'd.)

Regent Knecht said he personally understood the situation many of the students were in as he also had to put himself through college without parental financial support. However, he felt he would not be able to do today what he did back then because the fees he faced were not as high as those faced today. He said he will oppose general fee increases whenever the vote comes before the Board. He understood the issues involved in scheduling but felt the highest priority needed to be given to hearing the final vote in April.

Regent Anderson said while the fees have gone up since they were in college, so have salaries and the level of financial aid.

Regent Knecht said fees have gone up relative to everything, including incomes of today's students and families.

Regent Doubrava asked if the same proposal will be presented to the Board for final action and if the Board will have the option to make adjustments to the proposal. Chancellor Klaich said the discussion will be broadly agendaized to allow the Board to accept, reject, or modify the recommendation.

Chancellor Klaich said the Board has made it clear it is interested in receiving standard reporting on revenue and expenses prior to whatever meeting final action is scheduled.

Vice Chairman Trachok said the Board expects each of the presidents to provide a detailed report on how the fee increases will be used and exactly how the funds were expended for the last eight percent increase.

21. Approved - Handbook Revisions, Tuition and Fees Committee: Recommended Tuition and Fees Policy Revisions (Agenda Item #20) – The Board approved the following Handbook revisions recommended by the Tuition and Fees Committee (Title 4, Chapter 17, Section 1 and new Section 13) (Ref. BOR-20 on file in the Board Office).
- A. Approved - Handbook Revision, Predictable Pricing (Agenda Item #20a) - The Board approved the Tuition and Fees Committee recommendation specifying that once approved by the Board for specific years, the registration fees and non-resident tuition rates shall not be changed except in emergency situations or extreme economic circumstances.
 - B. Approved - Handbook Revision, Calculation of Undergraduate Registration Fee for State College (Agenda Item #20b) - The Board approved the Tuition and Fees Committee recommendation to allow registration fees for NSC to be set independently from the universities and community colleges.

21. Approved - Handbook Revisions, Tuition and Fees Committee: Recommended Tuition and Fees Policy Revisions (Agenda Item #20) – (Cont'd.)
- C. Approved - Handbook Revision, Registration Fee Incentive Programs (Agenda Item #20c) - The Board approved the Tuition and Fees Committee recommendation for additional language to allow the authorization for registration fee incentives and to provide the specific example of a graduation incentive/fee guarantee program.
- D. Approved - Handbook Revision, Registration Fee or Tuition Discounts (Agenda Item #10d) - The Board approved the Tuition and Fees Committee recommendation authorizing institutions to bring forward for Board approval tuition or registration fee discounts under certain conditions.

Regent Geddes moved approval of all four *Handbook* revisions recommended by the Tuition and Fees Committee (*Title 4, Chapter 17, Section 1 and new Section 13*). Regent Leavitt seconded. Motion carried.

The meeting recessed at 12:38 p.m. on Friday, March 7, 2014, and reconvened at 1:00 p.m. with all members present except for Regent Blakely.

22. Information Only - UNLV Campus Improvement Authority Board (Agenda Item #25) - UNLV President Donald D. Snyder provided a status update of the work done by the Campus Improvement Authority Board, including an introduction of Mr. Bill Rhoda, President of CSL International who has been hired as the project manager. The Board was provided a Power Point presentation including an overview of the process and timeline of the work being done (*Ref. BOR-25a, BOR-25b and Power Point presentation on file in the Board Office*).

Chairman Page referred to page 27 of the presentation where it accurately reflected the maximum capacity of the Thomas & Mack Center as 19,400. However on page 14, the average attendance is incorrectly indicated as 24,530. Mr. Rhoda indicated there had been a correction to that version of the presentation. The real average attendance per performance is approximately 10,000.

Chairman Page referred to page 21 of the presentation and questioned if financial services really comprised 22.2 percent of jobs in Las Vegas. Mr. Rhoda responded the largest contributing factor to such a high number would be the real estate market pre-economic crisis. President Snyder also felt the number was not accurate and said an analysis with more aggregate data would be done.

22. Information Only - UNLV Campus Improvement Authority Board (Agenda Item #25) – (Cont'd.)

Regent Leavitt asked President Snyder to relate what the role of the committee is, what the relationship is between the three Board members on the committee and whether the Board as a whole needed to provide approval on anything. President Snyder responded there are several steps throughout the process including the need for and the economic impact of a such a facility, development of assumptions and a facility program, creation of a funding model, and recommendations with overall feasibility and any potential legislation considerations. A final report must be presented to the Nevada Legislature by November 30, 2015.

President Snyder said there are eleven members appointed to the CIAB including three members of the Board of Regents and one additional NSHE representative:

- Rick Arpin, Senior Vice President and Corporate Controller - MGM Resorts International
- Paul Chakmak, Executive Vice President and Chief Operating Officer - Boyd Gaming
- Regent Cedric Crear, Owner/Operator, Crear Creative Group
- Chris Giunchigliani, Clark County Commissioner, Clark County, Nevada
- Dallas E. Haun, President, Chief Executive Officer and Chairman of the Board, Nevada State Bank and Executive Vice President of Zions Bancorporation
- Kirk D. Hendrick, Executive Vice President and Chief Legal Officer, Ultimate Fighting Championship (UFC)
- Regent James Dean Leavitt, Attorney/Owner/Operator, The Law Office of James Dean Leavitt
- Sean McBurney, Vice President and Assistant General Manager, Caesars Entertainment
- Kim Sinatra, Senior Vice President, General Counsel and Secretary, Wynn Resorts, Ltd.
- Donald Snyder, President, University of Nevada, Las Vegas
- Regent Michael B. Wixom, Attorney, Smith, Larsen & Wixom

Regent Leavitt asked President Snyder to address the role of the Board as a whole in the process. President Snyder responded the eleven members of the CIAB are charged with going through the process and producing the final report to the Nevada Legislature. He said it was reasonable to expect the Board of Regents to be involved and informed every step of the way but he was not certain a vote by the full Board would ultimately be required. He emphasized it will be important to build consensus throughout the process.

Regent Leavitt said although it may not be specifically stated in the applicable legislation it would be wise to seek the support of the full Board.

22. Information Only - UNLV Campus Improvement Authority Board (Agenda Item #25) – (Cont'd.)

Regent Melcher felt more clarity was needed on the role of the Board in the legislative process. He was concerned about the authority of the Legislature in deciding what happens on NSHE campuses. President Snyder said all of the agreements clearly indicate nothing can be done on NSHE property without the approval of the Board of Regents.

Regent Melcher asked System legal counsel to be involved in assuring the Board's authority as the CIAB moves forward.

23. Information Only - Procedures and Guidelines Manual Revision, 2015-17, Tuition & Fees, University of Nevada School of Medicine (Agenda Item #23) - UNR President Marc A. Johnson and UNSOM Dean Thomas Schwenk presented for information the proposed tuition and fee structure for the 2015-17 biennium for the University of Nevada School of Medicine (UNSOM). The request reflected an increase in resident tuition and fees of four percent per year for each year of the 2015-17 biennium (Ref. BOR-23 on file in the Board Office).

At the June 2014 meeting, President Johnson will seek approval of the full amount of the proposed increase being allocated to the State Supported Operating Budget of the Medical School, net of any increases in the UNR General Improvement, Capital Improvement, Activities and Programs and Technology fees and the Student Access Fee. The Student Access Fee is calculated as a percentage of Tuition and Fees and therefore results in an automatic increase in the fee.

Regent Knecht said in previous years he understood the policy was determined based on, to some extent, what the market would bear and some fraction of the total cost to students. He asked what the fraction is currently and what it would be under the proposal. Dean Schwenk responded, in general, students pay approximately 25 percent of approximately \$100,000 per year depending on how clinical support, research support and basic science are calculated.

Chairman Page asked where Nevada compares to other medical schools on the west coast. Dean Schwenk responded Nevada was becoming more comparable. With the expansion of medical education in Nevada there is an issue related to enrollment management and feeding the pipeline vigorously in both the north and south. There needs to be a greater awareness of where Nevada fits with the other western schools. In FY 2012, Nevada ranked roughly in the middle for in-state tuition but closer to the top for out-of-state tuition.

President Johnson noted a comparative data sheet was available on the last page of the reference material provided.

24. Information Only - Procedures and Guidelines Manual Revision, 2015-17 Tuition & Fees, School of Dental Medicine, UNLV (Agenda Item #22) - UNLV President Donald D. Snyder and Dean Karen P. West, UNLV School of Dental Medicine, presented for information the proposed 2015-17 biennium tuition and fees for the School of Dental Medicine Pre-Doctoral Program. Summer term tuition and fees were requested in addition to regular tuition and fees. Final action on the proposed tuition and fees is scheduled to occur at the June 2014 meeting of the Board (*Ref. BOR-22 on file in the Board Office*).

25. Information Only - Procedures and Guidelines Manual Revision, 2015-17 Tuition & Fees, William S. Boyd School of Law, UNLV (Agenda Item #21) - UNLV President Donald D. Snyder and Dean Daniel W. Hamilton, UNLV William S. Boyd School of Law, presented for information the proposed tuition and fee structure for the 2015-17 biennium. Final action on the proposed tuition and fees is scheduled to occur at the June 2014 meeting of the Board (*Ref. BOR-21 on file in the Board Office*).

Regent Knecht asked Dean Hamilton to comment on declining projections for lawyers and how those projections propagate through the law school. Dean Hamilton said law school applications across the country have dropped significantly. The School of Law will have to drive revenue in order to maintain its historic excellence.

President Snyder said there is a tremendous change in the law industry as well as law schools. He said UNLV is committed to the law school program. He asked Dean Hamilton what percentage of graduates remain in Nevada. Dean Hamilton responded roughly 85 percent.

Vice Chairman Trachok asked what the optimal class size is given the current market condition of the legal industry and what would tuition need to be in order to support that class size. Dean Hamilton responded the School of Law's budget is based on a student enrollment of 150. Applications at UNLV, as well as its competitors, are down this year. The school will enroll 114 students this year plus an aggressive new transfer program. He predicted the number will stay the same or may slightly decline in the future. Many law schools are experiencing declines significantly worse than UNLV's which spoke positively toward the UNLV School of Law. To remain competitive, the School will need to constantly increase scholarship offerings in order to continue to attract the same kinds of students it has in the past.

Vice Chairman Trachok asked if 114 students was the optimal class size. Dean Hamilton responded a class size of approximately 115 would maintain the historic quality of the School.

Vice Chairman Trachok asked what the LSAT mean score was for first year students this year compared to the previous year. Dean Hamilton responded the mean score for first year students this year was 158, compared to 159 the previous year. The decline of one point is better than many of UNLV's competitors but it is becoming tougher to maintain that line.

25. Information Only - Procedures and Guidelines Manual Revision, 2015-17 Tuition & Fees, William S. Boyd School of Law, UNLV (Agenda Item #21) – (Cont'd.)

Regent Leavitt asked if there should be fewer lawyers in the class given the legal job market in Las Vegas and throughout the state of Nevada. He asked how UNLV could be more flexible and responsive to the needs of the job market and in providing to its students an accurate picture of job prospects in Nevada. Dean Hamilton said the School of Law's Career Services Department has a strong record in the 80th and 85th percentile of placing student in Las Vegas and Reno. He said Las Vegas is anomalous compared with the rest of the country with a large number of small firms. He did not feel a significantly smaller class size should be pursued since the school can reasonably place around 100 to 110 students in the current job market.

Regent Stephens observed that an increase in fees could be justified because of the decline in applications. However, she said the same argument could be made to remain affordable because students may have other options. She asked why the school is requesting a tuition increase instead of monitoring its capacity. Dean Hamilton responded UNLV is affordable compared to the marketplace, even with the proposed increase. The proposed tuition increase will keep UNLV almost exactly in line with other competitors and much lower than schools in California.

26. Approved - Procedures and Guidelines Manual Revision, Differential Program Fees, UNLV (Agenda Item #24) – The Board approved the following differential program fees. In accordance with Handbook, Title 4, Chapter 10, Section 18 and Procedures and Guidelines Manual, Chapter 7, Section 7, differential program fees may be established for high cost and/or high demand programs pending review and approval of the Board of Regents.

- A. Approved – Executive MBA, UNLV (Agenda Item #24a) – The Board approved differential and special program fees for UNLV's Executive MBA program effective Fall 2015 (Ref. BOR-24a on file in the Board Office).
- B. Approved – Marriage and Family Therapy, UNLV (Agenda Item #24b) – The Board approved differential program fees for UNLV's Marriage and Family Therapy (MFT) graduate program effective Fall 2015 (Ref. BOR-24b on file in the Board Office).

Regent Knecht asked if the revenue generated by each program's fees completely covers the respective costs. Provost White responded they did currently with no expectation that would change.

Regent Wixom moved approval of differential and special program fees for UNLV's Executive MBA program effective Fall 2015 and differential program fees for UNLV's Marriage and Family Therapy (MFT) graduate program effective Fall 2015. Regent Knecht seconded. Motion carried. Regent Blakely was absent.

27. Approved - Ad hoc Committee on Institutional Service Areas (Agenda Item #26) -Chair
Jason Geddes reported the ad hoc Institutional Service Areas Committee met on December 20, 2013, and February 27, 2014, and heard the following:

Friday, December 20, 2013 Meeting

- The Committee considered changing models of organizational structure in the national context. Dr. Geri Anderson led a discussion and overview of innovations and trends that have been employed nationally in a case study format. In the last several years, institutions of higher education have experienced significant reduction in funding. As a result, cost savings, service improvement, risk mitigation and consistency across institutions have emerged nationally as motivators for institutions to adjust their business model.
- Recently, several factors impacting revenue to each of the northern Nevada community colleges have converged to place pressure on the institutions' ability to fund operations. At the same time, each institution is focused on providing excellent student and academic service to a growing diverse population. Dr. Geri Anderson led a discussion on and the Committee reviewed the current funding platform and its resulting impact on the institutions' ability to provide student and academic services.
- The presidents of GBC, NSC, TMCC, UNR and WNC have collaborated and have worked with their senior staff to develop strategies to address the financial constraints placed on their institutions' ability to fund operations. An overview of the college perspective was presented and discussed by the Committee. The institutional presidents reported on various initiatives on their campuses and on the presidents' collaborative efforts with each other. There was discussion of next steps.
- Dr. Geri Anderson presented various models and shifts in organizational structure to mitigate the impact of funding reductions on GBC, TMCC and WNC to fund operations. The presentation included a briefing of expected financial impacts. Dr. Anderson outlined recommendations of shifts in organizational structure that will potentially mitigate the impact on the three northern community colleges to fund operations.
- The Committee discussed current Board policy that designates the geographic regions of the state that each institution may serve (*Title 4, Chapter 14, Section 13(7)*). The discussion included whether service areas should be realigned, the quality of service, the equity of service and related issues. The Committee discussed shifts in organizational structure of the institutions to address institutional service areas and the impact of reduced funding and the revision of related NSHE policies that would be consistent with or make possible any potential realignment of service areas and/or shifts in organizational structure of the institutions. There was discussion about the relationship between service areas and institutional missions.

27. Approved - Ad hoc Committee on Institutional Service Areas (Agenda Item #26) –(Cont'd)Friday, February 27, 2014 Meeting:

- Vice Chancellor for Finance and Administration Vic Redding presented information on the structure and operation of the Business Centers, including an overview of the services provided to System institutions. Topics covered included: overall structure of Business Center operations, payroll, human resources, purchasing, and workers' compensation/risk management. The specific services provided by BCN and BCS to the respective institutions were discussed, as well as identification of Business Center functions College of Southern Nevada administers for its institution.
- Dr. Mark L. Fink, UNLV, reported on the progress of the e-learning initiative. Dr. Fink covered Task Force formation by the Chancellor in September 2013, composition of the body and highlighted the two primary charges: establish a statewide program for online instruction of Remedial Math and Remedial English and establish phased implementation of online General Education courses (e-Ncore). Other areas that are also to be addressed by the Task Force include student support services, budget and a business plan. Deadlines, work groups and timelines were discussed, along with related work and an interim analysis of the Task Force's progress and potential recommendations.
- The Chancellor and the Presidents of Great Basin College, Truckee Meadows Community College and Western Nevada College reported on their February 24, 2014, workshop held to consider key issues, goals, and objectives surrounding institutional service areas and a shared services model. There was unanimous agreement that the workshop was highly productive and revealed a number of instances of cooperative efforts already under way among the presidents. The report focused on the following areas:
 - Discussion of guiding questions and principles such as how to best serve students and the surrounding communities, what it will take to be competitive, what the campus of the future will look like and how to guarantee extensibility and sustainability of the solutions that are developed.
 - There was great emphasis on the Nevada college collaborative concept, examination of its components, including talent sharing, shared services and purchasing power. There was discussion of first steps in talent sharing focusing on institutional research, distance education and professional development. Shared services options were discussed, beginning with a definition of shared services and stated goals.

27. Approved - Ad hoc Committee on Institutional Service Areas (Agenda Item #26) – (Cont'd)

- Recommendations for next steps were presented including recruitment of a Nevada Collaborative Executive Director, a complete business process review for each shared service function, establishment of talent sharing approaches in various areas, establishment of a service level agreement for a Professional Development Shared Service Center and an evaluation of an expansion of Business Center North (BCN) to include all human resources and business services functions.
- There was discussion of important assumptions such as the goal of combining savings and improved student services while minimizing risk, that contemplated changes will make the institutions financially stronger over time and ensure the colleges remain viable, completion of business process reviews and that the Nevada College Collaborative should be viewed as a pilot for NSHE with additional institutions included at a future time.

Action Items:

Board action was requested to approve the following recommendations of the ad hoc Committee on Institutional Service Areas:

- The Committee recommended approval of the minutes of the December 20, 2013, meeting of the ad hoc Committee on Institutional Service Areas (*Ref. ISA-2 on file in the Board Office*).
- President Mark A. Curtis, GBC, reported on his canvas of the institutional presidents regarding whether the existing college service territories are adequate and appropriate. President Curtis requested the Committee approve a policy revision regarding geographic campus service areas (*Title 4, Chapter 14, Section 13*). The Committee unanimously recommended approval of the specific service area revisions as submitted by President Curtis in the briefing paper provided to the Committee. (*Refs. ISA-6a and ISA-6b on file in the Board Office*).

Chair Geddes moved acceptance of the report and approval of the committee recommendations. Vice Chairman Trachok seconded. Motion carried. Regent Blakely was absent.

28. Approved – Audit Committee (Agenda Item #27) – Committee Chair Allison Stephens reported the Audit Committee met on February 28, 2014, and heard the following:

The Committee requested a follow-up on the UNLV Differential Program and Special Course Fees audit for the Audit Committee meeting on May 30, 2014.

The Committee discussed a proposed Code revision (*NSHE Code, Title 2, Chapter 9, new Section 9.2*) to Board policy to address the confidentiality of NSHE Internal Audit Department working papers. This item will be presented for action at the Board of Regents' June 5-6, 2014, meeting (*Ref. A-18 on file in the Board Office*).

28. Approved – Audit Committee (Agenda Item #27) – (Cont'd.)Action Items

Board action was requested to approve the following recommendations of the Audit Committee.

- Minutes – The Committee recommended approval of the minutes from the December 2, 2013, meeting (*Ref. A-2a on file in the Board Office*).
- Internal Audit Follow-up Reports – The Committee recommended acceptance of the following internal audit follow-up reports:
 - ✓ School of Dental Medicine Student Government Association, UNLV (*Ref. A-2b on file in the Board Office*)
 - ✓ Parking and Transportation Services, UNLV (*Ref. A-2c on file in the Board Office*)
 - ✓ Student Accounts-PeopleSoft, NSC (*Ref. A-2d on file in the Board Office*)
 - ✓ PeopleSoft Security, NSC (*Ref. A-2e on file in the Board Office*)
 - ✓ Associated Students of the College of Southern Nevada, CSN (*Ref. A-2f on file in the Board Office*)
 - ✓ Special Course Fees, CSN (*Ref. A-2g on file in the Board Office*)
- Follow-Up: Federal Grants Received - A-133 Audit Report – The Committee recommended approval of the institutional follow-up responses to the A-133 Single Audit report for the year-ending June 30, 2013 (*Ref. A-3 on file in the Board Office*).
- Student Financial Aid, CSN – The Committee recommended approval of the progress on recent CSN Student Financial Aid issues, including measures taken to further diagnose and remedy issues identified by consultants ProEducation Solutions and Evans Consulting Group and in the A-133 Single Audit report performed for the year ending June 30, 2013, by Grant Thornton, LLP (*Ref. A-4 on file in the Board Office*).
- Internal Audit Reports – The Committee recommended approval of the following internal audit reports: (*Ref. Audit Summary on file in the Board Office*)
 - ✓ Student Accounts-PeopleSoft, GBC (*Ref. A on file in the Board Office*)
 - ✓ Differential Program and Special Course Fees, UNLV (*Ref. A-6 on file in the Board Office*)
 - ✓ Department of Police Services, UNLV (*Ref. A-7 on file in the Board Office*)
 - ✓ Student Accounts-PeopleSoft, UNLV (*Ref. A-8 on file in the Board Office*)
 - ✓ Nevada State Student Alliance, NSC (*Ref. A-9 on file in the Board Office*)
 - ✓ Student Accounts-PeopleSoft, TMCC (*Ref. A-10 on file in the Board Office*)
 - ✓ Student Accounts-PeopleSoft, CSN (*Ref. A-11 on file in the Board Office*)
 - ✓ PeopleSoft Security, CSN (*Ref. A-12 on file in the Board Office*)
 - ✓ Police Department, CSN (*Ref. A-13 on file in the Board Office*)
 - ✓ Student Accounts-PeopleSoft, WNC (*Ref. A-14 on file in the Board Office*)
- Contract Extension, External Audit – The Committee recommended approval of the fee proposal from Grant Thornton, LLP, to extend the external audit contract for the three years ending June 30, 2015, 2016, and 2017 (*Ref. A-15 on file in the Board Office*).

28. Approved – Audit Committee (Agenda Item #27) – (Cont'd.)

- Audit Exception Report – The Committee recommended approval of the Audit Exception Report (*a compilation and status of the audit findings of the Audit Committee for the six month period*) for the period ended December 31, 2013 (*Ref. A-16 on file in the Board Office*).
- Handbook Revision, Internal Audit Department Charter – The Committee recommended approval of a revision to Board policy concerning the Internal Audit Department Charter (*Title 4, Chapter 9, Section A*) to comply with the Institute of Internal Auditors (IIA) Standards that were revised in October 2012 (*Ref. A-17 on file in the Board Office*).

Committee Vice Chair Stephens moved acceptance of the report and approval of the committee recommendations. Committee Chair Knecht seconded.

Committee Chair Knecht noted the three year contract extension with Grant Thornton, LLP, involves a one-time only three percent fee increase in the third year of the contract.

Motion carried. Regent Blakely was absent.

29. Approved- Business and Finance Committee (Agenda Item #28) – Committee Vice Chair Kevin C. Melcher reported the Business and Finance Committee met on March 6, 2014, and heard the following:

NSHE Fiscal Exceptions of self-supporting budgets and the status of state appropriations for the second quarter of fiscal year 2013-2014.

Summary report of the final results of the University of Nevada, Reno Fire Science Academy site restoration project.

Action Items:

Board action was requested to approve the following recommendations of the Business and Finance Committee:

- The Committee recommended approval of the minutes from the December 5, 2013, Business & Finance Committee meeting (*Ref. BF-2a on file in the Board Office*)
- The Committee recommended approval to seek Interim Finance Committee approval, pursuant to Section 59 of Assembly Bill 507 (Chapter 446, *Statutes of Nevada 2013*), to transfer sums, appropriated to the Performance Funding Pool account, to the respective formula-funded budget accounts of the NSHE in Fiscal Year 2014-2015 (*Ref. BF-4 on file in the Board Office*).
- The Committee recommended approval of a resolution that would permit the reimbursement from the proceeds of tax-exempt securities for certain up-front construction related expenses associated with the new E.L. Wiegand Fitness Center. The Committee requested the university report on the actual expenses at the June, 2014 Business & Finance Committee meeting (*Ref. BF-5 on file in the Board Office*).

29. Approved- Business and Finance Committee (Agenda Item #28) – (Cont'd.)

- The Committee recommended approval of the following Consent Agenda items:
 - a. Acceptance of the 2013 Self-Supporting Summer School/Calendar Year Budgets, Budget to Actual Comparison (*Ref. BF-2b(1) and Ref. BF-2b(2) on file in the Board Office*).
 - b. Acceptance of the Mid-Year Fiscal Year 2013-2014 Self Supporting Budgets & 2014 Summer School/Calendar Year Budgets (*Ref. BF-2c(1) and Ref. BF-2c(2) on file in the Board Office*).
 - c. Acceptance of the Second Quarter Fiscal Year 2013-2014 NSHE All Funds Report (*Ref. BF-2d(1) and Ref. BF-2d(2) on file in the Board Office*).
 - d. Acceptance of the Second Quarter Fiscal Year 2013-2014 Budget Transfers – State Supported or Self-Supporting Operating Budgets (*Ref. BF-2e(1) and Ref. BF-2e(2) on file in the Board Office*).
 - e. Approval to seek Interim Finance Committee approval pursuant to Section 55 of Assembly Bill 507 (*Chapter 446, Statutes of Nevada 2013*) to transfer appropriated state funds for Nevada Industry Excellence for Fiscal Year 2015 in the amount of \$334,885 from the System Administration budget account to Statewide Programs budget account at UNR (*Ref. BF-2f on file in the Board Office*).

Committee Vice Chair Melcher moved acceptance of the report and approval of the committee recommendations. Vice Chairman Trachok seconded. Motion carried. Regent Blakely was absent.

30. Approved - Ad hoc Marketing, Publicity and Public Safety (Agenda Item #29) – Committee Chair Cedric Crear reported the ad hoc Marketing, Publicity and Public Safety Committee met on March 6, 2014, and heard the following:

The Committee heard marketing and publicity presentations from Nevada State College, University of Nevada, Reno and the Desert Research Institute. The colleges discussed their respective marketing strategies, tactics and budgets to promote their institutions. The University of Nevada, Las Vegas presentation was deferred to the June meeting.

The Committee requested the following be discussed at the June meeting:

- ✓ Marketing and publicity presentation by the University of Nevada, Las Vegas.
- ✓ Extension of the Marketing, Publicity and Public Safety Committee beyond the June 2014 meeting.
- ✓ Summary report on previous campus marketing presentations, including a report on System Administration's communications plans.
- ✓ Presentation of campus security and cyber security from each institution, including any security-related actions or recommendations the institutions may feel the Board of Regents may need to address.

Action Items:

Board action was requested to approve the following recommendations of the ad hoc Marketing, Publicity and Public Safety Committee:

30. Approved - Ad hoc Marketing, Publicity and Public Safety (Agenda Item #29) – (Cont'd.)

- The Committee recommended approval of the minutes from the December 5, 2013, meeting (*Ref. MPPS-2 on file in the Board Office*)

Committee Chair Crear moved acceptance of the report and approval of the committee recommendations. Regent Geddes seconded. Motion carried. Regent Blakely was absent.

31. Approved - Workforce, Research and Economic Development Committee (Agenda Item #30) – Committee Vice Chair Jack Lund Schofield reported the Workforce, Research and Economic Development Committee met on March 6, 2014, and heard the following:

UNLV Executive Vice President and Provost John White and UNR Executive Vice President and Provost Kevin Carman presented information on the classification of their respective institutions as RU/H (Research University/High Research Activity) by the Carnegie Foundation for the Advancement of Teaching. The presentation included information on the attributes and methodology used by Carnegie in classifying doctoral granting research universities as RU/VH (Research University/Very High Research Activity), RU/H or DRU (Doctoral/Research University), as well as strategies the institutions are pursuing to achieve RU/VH status.

In establishing targets for achieving RU/VH status, UNLV has examined comparable institutions within the Carnegie classifications to establish strategic benchmarks, including research expenditures and growing faculty size. Strategies at UNR include addressing teaching loads of faculty, improving student-to-faculty ratios, and conducting a capacity study to determine the type of facilities and infrastructure needed to accommodate needed faculty growth. Both institutions are in the process of developing detailed plans to achieve these benchmarks that can be shared with the members at the next meeting of the Committee. The Chair requested reports from UNLV and UNR in June on specific plans by the universities to achieve "Very High" research status, including plans to hire faculty, additional lab space and other specialized facilities that are required, corresponding costs, and any policy changes the Board can adopt to support those efforts.

Action Items:

Board action was requested to approve the following recommendations for approval of the Workforce, Research and Economic Development Committee:

- The Committee recommended approval of the minutes of the December 5, 2013, meeting of the Workforce, Research and Economic Development Committee (*Ref. WRED-2 on file in the Board Office*).

31. Approved - Workforce, Research and Economic Development Committee (Agenda Item #30) – (Cont'd.)

- The Committee recommended nomination of the following individuals for the 2014 Regents' Researcher Award and Rising Researcher Award: (*Ref. WRED-4 on file in the Board Office*)
 - ✓ Nevada Regents' Researcher Award
Dr. Alison Murray, DRI
 - ✓ Nevada Regents' Rising Researcher Award
Dr. Katherine Hertlein, UNLV
Dr. Kam K. Leang, UNR
Dr. Justin Huntington, DRI

Committee Vice Chair Schofield moved acceptance of the report and approval of the committee recommendations. Committee Chair Geddes seconded. Motion carried. Regent Blakely was absent.

32. Approved - Academic and Student Affairs Committee (Agenda Item #31) – Committee Vice Chair Jack Lund Schofield reported the Academic and Student Affairs Committee met on March 6, 2014, and heard the following:

UNR Executive Vice President and Provost Kevin Carman reported on a collaborative partnership between UNLV, UNR and NSC to replicate the national UTeach program, an innovative and successful teacher preparation program for undergraduate students majoring in mathematics, science and computer science. The presentation included nationwide data on the success of the UTeach program in other states. An application for UTeach Institution funding to support efforts in Nevada to establish such a program statewide will be submitted in Spring 2014, and implementation of the program in Nevada is currently underway with the support of local and statewide K-12 leadership.

Vice Chancellor Brooke Nielsen presented for the Committee's information a revision to Board policy concerning student program dismissals to establish the academic reasons for which a student may be dismissed from a program and the related dismissal procedures (*Title 2, new Chapter 11*). This item was presented for information only and will be presented for action at the Board of Regents' June 5-6, 2014, meeting.

Nevada State Treasurer Kate Marshall reported on Nevada's College Savings Plan programs including the Nevada Prepaid Tuition Program and Nevada's four college savings plans designed to help parents and students save for college. The Treasurer highlighted the new College Kick Start Program (<http://collegekickstart.nv.gov/>) funded by fees paid by the companies that manage the four college savings plan. Under this innovative new program designed to inspire Nevada students and families to save for and attend college, \$50 has been placed into a SSgA Upromise 529 college savings account for all 2013-2014 Nevada public school kindergarten children – approximately 35,000 children – with the child's name on the account.

32. Approved - Academic and Student Affairs Committee (Agenda Item #31) – (Cont'd.)Action Items:

Board action was requested to approve the following recommendations for approval of the Academic and Student Affairs Committee:

- The minutes of the December 5, 2013, meeting of the Academic and Student Affairs Committee (*Ref. ASA-2a on file in the Board Office*).
- The elimination of the Bachelor of Science in Environmental Geology at UNLV as part of a restructuring of degree program offerings and updating of curriculum within Geoscience education. Currently enrolled students will be accommodated through graduation (*Ref. ASA-2b on file in the Board Office*).
- The elimination of the Master of Arts in Literacy Studies at UNR as part of a streamlining of certain master's degrees. All current students will be allowed and able to finish under the new program (*Ref. ASA-2c on file in the Board Office*).
- A revision to Board policy concerning student complaints and appeals at NSHE institutions that elect to participate in the State Authorization Reciprocity Agreement (SARA) established through the Western Interstate Commission on Higher Education (WICHE). The revision requires institutions to have a student complaint process generally, prohibits and defines deceptive trade practices and other acts of fraud; and establishes procedures for student complaints and appeals that apply to resident and non-resident students who are enrolled in distance education courses at institutions that elect to participate in SARA (*Title 4, Chapter 14, new Sections 25, 26 and 27*) (*Ref. ASA-4 on file in the Board Office*).
- The nomination of the following individuals for 2014 Regents' awards: (*Ref. ASA-7 on file in the Board Office*)
 - ✓ Nevada Regents' Creative Activities Award
Donald Revell, UNLV
 - ✓ Nevada Regents' Teaching Award – Community College
Kevin Raiford, CSN
 - ✓ Nevada Regents' Teaching Award – University, State College and DRI
Gwen Sharp, NSC
 - ✓ Nevada Regents' Academic Advisor Award
Erika Bein, TMCC (Community College)
Tiffany Schmier, UNLV (Undergraduate)
Cheryll Glotfelty, UNR (Graduate)

Committee Vice Chair Schofield moved acceptance of the report and approval of the committee recommendations. Regent Leavitt seconded. Motion carried. Regent Blakely was absent.

33. Approved - Investment and Facilities Committee (Agenda Item #32) – Committee Vice Chair Michael B. Wixom reported the Investment and Facilities Committee met on March 6, 2014, and heard the following:

Mr. Jason Kezelman, PIMCO, a current NSHE fund manager, provided a general update on the fixed income market environment and PIMCO's outlook.

Jamie Hullman, Fiscal Officer, reported on the activities and the current balance of the reserve account of the operating pool fund which was a positive \$38.95M as of close of business on Wednesday, March 5, 2014, and less \$20.0 million allocated by the Board for iNtegrate 2.

Distribution from Endowment Fund. The Committee voted on a motion to reduce the spending rate to 4.5 percent. The motion failed.

Action Items:

Board action was requested to approve the following recommendations of the Investment and Facilities Committee:

- The Committee recommended approval of the minutes from the December 5, 2013, Investment and Facilities Committee meeting (*Ref. IF-2a on file in the Board Office*).
- Granting of a Permanent Easement Public Highway Agreement to NDOT/Granting Slope Easement – UNR. The Committee recommended approval to grant a Permanent Easement Deed and Public Highway Agreement with NDOT for the construction of a roadway expansion adjacent to Main Station Field Laboratory property (Parcel 021-010-05) at UNR (*Ref. IF-2b on file in the Board Office*).
- Granting of Permanent Easements to NV Energy for Gas and Electrical Utilities - UNR. The Committee recommended approval of two “Grants of Easement” for gas and electrical easements to NV Energy for the construction and operation of utility lines, located on a portion of the main campus (Parcel 003-180-17), for the construction of a graduate and student housing facility at UNR (*Ref. IF-2c on file in the Board Office*).
- Lease with Great Full Gardens, Inc. - UNR. The Committee recommended approval for a lease with Great Full Gardens, Inc., dba Great Full Gardens Express, to operate retail space in the Joe Crowley Student Union at UNR (*Ref. IF-2d on file in the Board Office*).
- Lease with Family Yogurt II – UNR. The Committee recommended approval for a lease with Family Yogurt II to operate retail space in the Joe Crowley Student Union at UNR (*Ref. IF-2e on file in the Board Office*).
- U.S. Bank Retail Lease for Agreement – UNLV. The Committee recommended approval to enter into a lease agreement with U.S. Bank for the lease of space in the UNLV Student Union (*Ref. IF-2g on file in the Board Office*).

33. Approved - Investment and Facilities Committee (Agenda Item #32) – (Cont'd.)

- Acceptance of Naples Street Land from Clark County and Granting Easement for Public Access and Maintenance – UNLV. The Committee recommended approval for acceptance of land near UNLV that will be transferred to Board of Regents' ownership (APN's: 162-22-701-003 and 162-22-308-010); approval of an easement to allow continued pedestrian access to the 7,567 square foot vacation area; a grant to Clark County for the ability to enter the property for the purpose of maintenance at the County's expense; and grant to the Chancellor the authority to execute any ancillary documents, including but not limited to, all required agreements, conveyances, easements and rights-of-way deemed necessary and appropriate to implement the project after review by the Vice Chancellor for Legal Affairs (*Ref. IF-2h on file in the Board Office*).
- Property Inventory Reports. The Committee recommended acceptance of the Real Property Reports as corrected (*Ref. IF-2i on file in the Board Office*).
- Wendy Walker and David Briener from Cambridge Associates (CA) reported on asset allocation and investment returns for the Pooled Endowment and Pooled Operating Funds for the quarter ending December 31, 2013 (*Ref. IF-3 on file in the Board Office*). The following items were recommended for approval by the Committee in conjunction with this item:
 1. Rebalancing and distribution:
 - a. Endowment:
 - i. A \$2.2 million distribution from the portfolio for the distribution to campuses for the quarter ending March 31, 2014;
 - ii. A \$1.0 million increase to RS Global Natural Resources;
 - iii. Funds for the above sourced as follows:
 1. \$2.5 million partial redemption from Vanguard Mid-Cap Index;
 2. \$0.7 million from the cash balance.
 - b. Operating Fund: No changes.
 2. A \$5 million commitment to Blackstone Strategic Partners VI.
- Lease with Prometric - TMCC. The Committee recommended approval for TMCC to lease space at the TMCC Meadowood North building with Prometric as well as commission payments related to these transactions (*Ref. IF-7 on file in the Board Office*).
- Purchase Agreement for Building Located at 1325 East Flamingo Road – UNLV. The Committee recommended approval for UNLV to purchase a building at 1325 East Flamingo Road based on the terms and conditions as outlined in the Letter of Intent and to authorize the Chancellor to finalize, approve and execute the Purchase and Sale Agreement to the extent it is consistent with the LOI, and to give final approval to any due diligence, including but not limited to the appraisal, physical inspection of the Property, Phase I ESA; and approval for the Chancellor to be granted authority to execute any ancillary documents, including but not limited to, all required agreements, conveyances, easements and rights-of-way deemed necessary and appropriate to implement the purchase of the Property (*Ref. IF-8 on file in the Board Office*).

33. Approved - Investment and Facilities Committee (Agenda Item #32) – (Cont'd.)

- Space Utilization Study. The Committee recommended acceptance of the Space Inventory Report and the Space Utilization Report (*Ref. IF-9 on file in the Board Office*).

Committee Vice Chair Wixom moved acceptance of the report and approval of the committee recommendations. Regent Leavitt seconded. Motion carried. Chairman Page abstained. Regent Blakely was absent.

34. Approved – Cultural Diversity Committee (Agenda Item #33) – Committee Chair Andrea Anderson reported the Cultural Diversity Committee met on March 7, 2014, and heard the following:

Luis Valera, Vice President for Diversity Initiatives and Government Affairs at UNLV, provided an update on the NSHE Diversity Summit held in Southern Nevada on October 3-4. Dr. Barbara Wright-Sanders, Dean of Equity and Inclusion at TMCC, reported on the Northern Nevada Summit held October 11.

Maria Marinch, Director of Diversity, Inclusion and Multicultural Series at CSN, and Rolando M. Mosqueda, Director of Purchasing at CSN, reported on the college's Supplier Inclusion Networking Event and Workshop and the college's success in working with local small businesses.

NSHE Vice Chancellor Vic Redding provided an overview of Fiscal Year 2013 Tier I and II supplier diversity spending. He described the progress made and the challenges of implementing at the department level.

CSN President Michael Richards discussed the recent activities of the Equity, Diversity and Inclusion Council. Presidents Richards, Maria Sheehan and Bart Patterson, as well as Regent Andrea Anderson, will make a presentation at the National Conference on Race & Ethnicity in American Higher Education in May. Future plans for the council include completing a System-wide survey on student recruitment and retention.

Action Items:

Board action was requested to approve the following recommendations for approval of the Cultural Diversity Committee:

- The Committee recommended approval of the minutes of the December 6, 2013, meeting of the Cultural Diversity Committee (*Ref. CD-2 on file in the Board Office*).

Committee Chair Anderson moved acceptance of the report and approval of the committee recommendations. Regent Wixom seconded. Motion carried. Regent Blakely was absent.

35. Approved - Health Sciences System Committee (Agenda Item #34) – Committee Vice Chair Mark W. Doubrava reported the Health Sciences System Committee met on March 7, 2014, and heard the following:

Chairman Leavitt provided general comments regarding the efforts to develop plans for the expansion of medical education, including the efforts of the Statewide Steering Committee and those of Tripp Umbach consulting.

Vice Chancellor Turner provided an update on NSHE Health Sciences System activities including an overview of their involvement in the Governor's Workforce Investment Board's Health Care and Medical Services Sector Council (Council). As part of this Council's activities the HSS team worked with representatives from CSN, TMCC and the Governor's Office of Economic Development to pursue pilot program funding to develop a Community Health Worker Program. The team's proposal was selected and we were given an \$88,000 grant to develop the program.

Dean Schwenk introduced Dr. Evan Klass, Associate Dean, Office of Statewide Initiatives, who provided an overview on efforts to establish a Physician Assistant Program. He updated the Committee on the planning efforts and status of this program. They have initiated the accreditation process, with an anticipated first class in 2017. They have also begun designing a proposal for the academic program. They are planning site visits to observe active programs at other institutions. He noted there is a large pool of potential applicants and great opportunity for precept sites.

Dean Schwenk provided an update on a variety of UNSOM initiatives, including:

- ✓ Involvement in supporting the vision for expansion of statewide medical education in Nevada.
- ✓ Participation on new UMC governance board.
- ✓ Expansion of GME programs in Las Vegas, and development of future GME growth plans statewide.
- ✓ Expansion of partnerships with Renown Medical Center and St. Mary's in Reno.
- ✓ Planning for a neurology department.
- ✓ Enhancement of faculty practice plan operations.
- ✓ Continued efforts to launch electronic health records.
- ✓ Development of rural outreach and training programs.

Vice Provost Reiber and Dr. Robert Langer, Principal Investigator for the National Institutes of Health Clinical Translational Research Infrastructure Network Grant, provided an overview of the recently awarded \$20.3 million grant. This grant is run through a partnership between UNLV and UNSOM and is designed to develop research support infrastructure to serve the region which includes universities in Alaska, Hawaii, Idaho, Montana, Nevada, New Mexico and Wyoming. Chairman Leavitt complemented UNLV and UNSOM for their partnership in securing and managing this grant.

Action Items:

Board action was requested to approve the following recommendations of the Health Sciences System Committee:

35. Approved - Health Sciences System Committee (Agenda Item #34) – (Cont'd.)

- The Committee recommended approval of the minutes from the December 6, 2013, Health Sciences System Committee meeting (*Ref. HSS-2 on file in the Board Office*).

Committee Vice Chair Doubrava moved acceptance of the report and approval of the committee recommendations. Regent Geddes seconded. Motion carried. Regent Blakely was absent.

36. Information Only - President Search Process, WNC (Agenda Item #36) - The Chancellor recommended an action item be placed on the April 25, 2014, Special Meeting agenda regarding the president search process at Western Nevada College.

37. Approved - Extension of Contract, UNR President Marc A. Johnson (Agenda Item #37) – The Board approved a one year extension of UNR President Marc A. Johnson's contract through June 30, 2016 (*Ref. BOR-37 on file in the Board Office*).

Regent Doubrava moved approval of a one year extension of UNR President Marc A. Johnson's contract through June 30, 2016. Vice Chairman Trachok seconded. Motion carried. Regent Blakely was absent.

38. Approved - Extension of Contract, NSC President Bart Patterson (Agenda Item #38) – The Board approved a one year extension of NSC President Bart Patterson's contract through June 30, 2016 (*Ref. BOR-38 on file in the Board Office*).

Regent Doubrava moved approval of a one year extension of NSC President Bart Patterson's contract through June 30, 2016. Regent Leavitt seconded. Motion carried. Regent Blakely was absent.

39. Approved - Extension of Contract, CSN President Michael D. Richards (Agenda Item #39) – The Board approved a one year extension of CSN President Michael D. Richards' contract through June 30, 2016 (*Ref. BOR-39 on file in the Board Office*).

Regent Knecht moved approval of a one year extension of CSN President Michael D. Richards' contract through June 30, 2016. Regent Stephens seconded. Motion carried. Regent Blakely was absent.

40. Information Only - 2015-17 Biennial Operating Budget/ 2015 Capital Improvement Projects Discussion (Agenda Item #40) - Chancellor Daniel J. Klaich, System staff and the presidents discussed the process of developing the Fiscal Years 2015-17 Operating Budget request including the 2015 Capital Improvement Program. The timeline for the Board's future consideration was discussed.

Chancellor Klaich indicated budgetary enhancement requests will include efforts to make the faculty whole; increasing the weighted student credit hour; enhancing the Millennium Scholarship and mitigation and enhancement for public medical education. The Board will have a full discussion on these topics over the course of its April 25, 2014, and June 5-6, 2014, meetings.

In terms of Capital Improvement, Chancellor Klaich anticipated the UNLV Hotel College would be funded in the next biennium. The Legislature will also be asked to address funding of deferred building maintenance.

Chancellor Klaich said in March the Board typically receives a report including the general vision and direction for the System. Capital Improvement Projects are typically discussed in more detail at a meeting in April. His intention is to have a more detailed discussion of the numbers in April but there needed to be Board action at the June meeting.

Regent Geddes wanted to make sure the System provides the Legislature with a specific cost of what it takes to fund research at the institutions. Chancellor Klaich responded the increase of the weighted student credit hour will allow the respective presidents to use those funds to advance specific research initiatives.

41. Information Only - Code Revision, Confidential Personnel Information Policy (Agenda Item #41) - The Board considered a proposed amendment to the NSHE Code, Title 2, Chapter 5, Section 5.6.2 regarding confidential personnel information. This item was presented for information only and will be presented for action at the next Board meeting (*Ref. BOR-41 on file in the Board Office*).

Vice Chancellor Nielsen said the proposed amendment will clarify the System's existing practice of including its employees' retirement information as confidential payroll and personnel information.

Regent Knecht asked if the proposed amendment seeks to cut back what information the System is obligated to provide under the existing public records law. Vice Chancellor Nielsen responded the proposed policy amendment would not change what the System is required to produce in response to a public records request.

Regent Knecht asked whether, if the System was directed by a court to provide compensation information of any kind, there would be no problem doing that with the adoption of these regulations. Vice Chancellor Nielsen responded this code revision specifically states that information is public.

42. Approved - 2015 Board Meeting Dates (Agenda Item #42) - The Board approved the Board of Regents' meeting dates and venues to be held in calendar year 2015 as follows:

- March 5-6, 2015 DRI-LV
- June 11-12, 2015 TMCC
- September 10-11, 2015 UNR
- December 3-4, 2015 UNLV

Tentative special meeting date if necessary: January 23, 2015

Tentative special meeting date if necessary: April 24, 2015

Tentative special meeting date if necessary: July 24, 2015

Tentative special meeting date if necessary: October 23, 2015

The primary location for all tentative special meetings will be System Administration.

Regent Geddes moved approval of the meeting dates and venues for the Board of Regents' meetings to be held in calendar year 2015 as indicated above. Vice Chairman Trachok seconded. Motion carried. Regent Blakely was absent.

43. Information Only – New Business (Agenda Item #43) – Regent Geddes requested the Investment and Facilities Committee revisit its policies and criteria for commercial leases in the student unions to reduce the number of requests having to come to the Board for approval.

Regent Stephens asked for an informational item regarding the grant-in-aid program and the requirements and qualifications for all personnel categories.

44. Information Only – Public Comment (Agenda Item #44) – None.

Chairman Page thanked President Richards and CSN for hosting the Board of Regents meeting.

The meeting adjourned at 2:43 p.m.

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