

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 December 2015 meeting.

**BOARD OF REGENTS and its
NSC PERIODIC PRESIDENTIAL EVALUATION COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**

Nevada State College
Basic and Water II Building, Room 120
311 South Water Street, Henderson
Thursday, October 16, 2014

Members Present: Mr. Michael B. Wixom, Chair
Dr. Jack Lund Schofield
Ms. Allison Stephens
Mr. David Cortez-Lopez, Student representative
Mr. Robert P. Ellis, Community representative
Mr. Jose A. Solorio, Community representative

Others Present: Mr. Daniel J. Klaich, Chancellor
Mr. R. Scott Young, Deputy Chief of Staff to the Board of Regents
Mr. Bart J. Patterson, President, NSC
Dr. Carol C. Harter, Evaluation Consultant

For others present, please see the attendance roster on file in the Board office.

Chair Michael B. Wixom called the meeting to order at 1:03 p.m. with all members present except Regent Stephens and Mr. Solorio.

1. Information Only-Public Comment – None.
2. Information Only-Evaluation Consultant's Report – The Evaluation Consultant reported on interviews conducted with individuals who are knowledgeable about the work of President Bart Patterson as President of Nevada State College (NSC). The interviewees included a representative sample of vice presidents, deans, academic and administrative department heads, faculty, students, community and alumni leaders, and presidents of other NSHE institutions.

Chair Wixom recognized Dr. Carol C. Harter, Evaluation Consultant, and expressed appreciation for her work over the past several days with the presidential evaluation process.

Mr. R. Scott Young, Deputy Chief of Staff to the Board of Regents, explained the first meeting was on Monday, October 13, 2014 where instructions were given to Dr. Harter regarding the conduct of the interviews. She spoke with 73 different people so the process has been quite comprehensive. He said today Dr. Harter will give her preliminary report to the Committee and the Committee will have

2. Information Only-Evaluation Consultant's Report – (continued)

the opportunity to discuss her findings. He continued there will be a chance to discuss the findings with NSC President Bart Patterson. The Committee will then direct what they would like to see in the report to Dr. Harter. Dr. Harter will deliver the final report to the chancellor who will then provide the report to the Board of Regents. Mr. Young said there will be a full open personnel session at the December 4-5, 2014, meeting of the Board of Regents.

Mr. Young reminded the Committee, because of the Open Meeting Law requirements, President Patterson can be discussed, but the Committee should refrain from mentioning other people by name or by other means that could identify a person even if the name is not used.

Dr. Harter thanked President Patterson, NSC staff, members of the campus and System staff for their help and cooperation.

Regent Stephens entered the meeting.

Dr. Harter began her preliminary report stating how positive the interviews generally were and how successfully President Patterson has navigated the often choppy waters of college leadership after seven previous presidents who led the relatively new institution over its short twelve year history.

Dr. Harter said she would like to share some highlights of themes that emerged from interviews, emails and conversations from those who work with President Patterson on a regular basis.

Mr. Solorio entered the meeting.

Dr. Harter noted, regarding the overview of the job President Patterson is doing as president there was probably more than 90 percent unanimity about his successful and effective leadership. She witnessed enthusiasm encompassing all groups from students, to Foundation Board members, members of the cabinet and the Leadership Council – which she felt was highly unusual and remarkable given the difficult time of higher education.

Dr. Harter reported there was not a single student interviewed who did not see President Patterson as caring and accessible. He has an open door policy so students, faculty and staff can visit when they have a need for help, advice and counsel.

Dr. Harter heard repeatedly President Patterson is everywhere and has an exhausting schedule attending multiple student events, chambers of commerce and diversity group meetings and activities, and dozens of other night and weekend events in an effort to raise the profile of NSC and create partnerships in the broader community.

2. Information Only-Evaluation Consultant's Report – (continued)

Regarding President Patterson's academic leadership Dr. Harter found it especially interesting to hear the discussion of his non-traditional academic credentials. Members of the campus community came to realize President Patterson's deep understanding of the NSHE System, his analytical thinking processes and his genuine caring for student welfare and success. She said President Patterson has strong academic leadership in place on which he can rely. Dr. Harter recommended President Patterson have a continuing goal to make certain the academic leaders are appreciated and rewarded. She also felt the classified staff should be appreciated and their roles be recognized and reinforced.

Dr. Harter felt the national data collected for retention and graduation are most difficult to calculate for the true retention and graduation rates for NSC's actual student body. She noted the national data have been a major issue for those who lead institutions that enroll first generation and underrepresented students, but also older and multi-tasking students. Dr. Harter believed with NSC's crackerjack institutional research operation the data for the total student body generated a true picture of NSC's retention and graduation rates. She thought it was heartening to see virtually every department of the college recognize its responsibility for increasing retention and graduation rates accompanied by an existing plan to provide broad-based activity to positively influence student retention.

In the area of financial administration Dr. Harter thought when major personnel changes occur in any critical area there are bound to be bumps in the road. She felt the executive team could be strengthened with presidential nurturing and thoughtful mentoring.

Dr. Harter believed in the scope for building construction President Patterson and his staff are to be commended for their risky choice of financial tools to provide funds for two strongly needed facilities on campus. Given the failure of the state to provide capital construction funds, the students voted to tax themselves – however, even when fees are self-imposed, they may be unsustainable over time. Dr. Harter felt it would be efficacious if mechanisms could be brought to mitigate some of the student fees. She thought growth itself may help reduce the burden.

Dr. Harter thought President Patterson and his predecessors assembled a remarkable group of community advisors and Foundation Board members. She was impressed with the quality of the individuals and their commitment to helping NSC grow and prosper. Members of all groups were complimentary to President Patterson's leadership and the role he is playing in the first capital campaign, which is not yet 80 percent complete. The single gift of \$5 million from a well-known community advocate and donor is much to President Patterson's credit.

2. Information Only-Evaluation Consultant's Report – (continued)

Dr. Harter offered the following tentative conclusions: President Patterson is an effective and successful leader who has engendered a feeling of “family” among his staff and students of the college, and he should be proud of many accomplishments as a result of the passion others have for the enterprise and loyalty to him and his leadership. There is much to be done, however, and, as the college grows, it will be a significant challenge to keep that “family” culture alive and well. The building blocks are there and it is hoped President Patterson will be with Nevada State College for the long haul, continuously recognizing the special culture of the college community and finding new ways to nourish a unique and important contribution to the public higher education enterprise in the state of Nevada. Dr. Harter added more specific recommendations for future action will be included in the final evaluation report.

Mr. Daniel J. Klaich, Chancellor, discussed the categories the report falls into. He said the report can be written in the layout as Dr. Harter presented it or in a different style if the Committee prefers. Chair Wixom sees pros and cons with both approaches. He favored the narrative approach as presented today – it was easy to understand and provided maximum flexibility.

Regent Stephens felt the check-off as presented is helpful and having the key points of the evaluation were well documented. She asked about Dr. Harter's perspective of the graduation rates and how the numbers are skewed based on student population. Dr. Harter thought double-vision was almost a requirement to look at both types of data. The college and President Patterson are very, very concerned about the low rates and the first-time freshmen recorded as part of the national data. She encouraged the institutional research people to provide another document reflecting the bigger picture of the full college enrollment. She believed the data would be a more informative and helpful document.

Regent Stephens asked about NSC moving in a positive trend towards the retention and graduation rate. Dr. Harter said everyone recognizes the need to try to change and they have prepared themselves in a positive direction with the new program.

Mr. Solorio was not sure if the big picture could be provided as a footnote then the reader can have a better appreciation for what is taking place. Dr. Harter said the college really wants to be the model with data focused on a cohort which has not been successfully tracked before. She noted the complexity of the data is huge.

Chair Wixom suggested Chancellor Klaich contact Vice Chancellor of Academic and Student Affairs, Crystal Abba, to have a general discussion of the IPED (*Integrated Postsecondary Education Database*) data. Chancellor Klaich agreed with Dr. Harter's exasperation regarding IPED. He will do some investigation to see if a better picture can be provided.

3. Information Only-Final Meeting with President Bart Patterson – The Committee met with President Patterson to discuss the Committee’s preliminary findings, the report of the Evaluation Consultant and to follow up on any questions concerning the periodic evaluation that may remain.

President Patterson thanked Dr. Harter and the Committee for working through the process and coming forward with good, strong recommendations for the college. He has been heartened by the general tenor of morale because it is very important to him. He felt it was less about him and more about where the college is. He is also heartened by the trajectory of the college because of where it came from, what it has gone through and where it is going – everything is very positive. Some areas identified in the report he is aware of, but not all. President Patterson had an inkling of some things but came out stronger in the evaluation. He thought the evaluation could be used as a road map for what can be done. He said Dr. Harter, with her experience, gives so much weight behind those recommendations – which are very valuable.

President Patterson stated of first and foremost importance is the students. He is of the mindset there should be a move towards a higher financial aid-type of model, which will result in more success in Nevada. He is excited about the proposal to the Legislature for need-based financial aid. He continued, at the same time and in conjunction with the fee discussion the Board of Regents had, the proposal was adopted. Specifically, because the NSC students stepped up and the special fee was imposed, NSC has the lowest tuition increase request in the state, which was to make sure NSC was balancing the relative cost on the students. President Patterson thought as the campus and public-private partnerships grow and eventually with some alternative revenue streams, it presents an excellent opportunity to revisit the issues for additional financial aid or reduce the overall tuition and tuition increases. As NSC grows, we are trying to be more professional about the way decisions are made – which usually introduces the need for more rules and communication. The struggle is maintaining the excellent family culture NSC has. President Patterson is pleased with the input received and has affection for the students and staff at NSC.

Regent Stephens heard mention of a budget committee that ended and asked why it concluded. President Patterson explained the budget committee was utilized more on a biennial basis but was not sure if the process was explained to the incoming faculty and staff. The budget committee will be employed as the next biennial budget is built. He noted the annual budgeting process focuses more on what was already budgeted.

Regent Stephens asked about shared governance. President Patterson works primarily with the governance body of the faculty senate. The academic officers work primarily with the deans and faculty senate chairs on academic matters and the processes are followed. The issue over governance primarily revolves around what might be ancillary issues which sometime rise to a level requiring faculty/faculty senate attention and involvement. He felt it was more of a

3. Information Only-Final Meeting with President Bart Patterson – (continued)

conversation with the faculty senate about being involved, but there are times the processes do not always apply. For example, the building construction was on a fast timeline because of developing the final plans, during the summer, to move forward quickly. President Patterson did not feel shared governance was broken. He strongly believes in having faculty involved in most of what occurs, but some things are more administrative in nature and it is defining where that line is, but again, faculty are always involved in significant policy issues, academic matters and critically involved in the budget, which are the principle concerns at NSC. Regent Stephens said it is not surprise as this is the sense she gets when she is around the NSC community.

Regent Stephens wondered if any of the evaluation feedback was a surprise. President Patterson felt a college campus could not be taken for granted. He has a strong desire to make the institution a better place and this is ingrained in his executive team – which is a continuous challenge because NSC is not, and never has been, a static institution. President Patterson thought communication issues surrounding budget, construction and some other areas were addressed fairly well. He now realizes there is more work to do with communication. President Patterson wants all staff to feel valued and now questions how classified staff is being engaged to know their worth. He appreciates hearing these reports.

Regent Stephens asked about programs being diversity-inclusive like the Nepantla program. President Patterson explained NSC has to be prepared for the influx of the Hispanic/Latino students coming into the college, and it will be a priority. He continued NSC disaggregates all its data and does not look at the success of any particular population. He said there are issues with other populations which the team works on solving – like questioning if Nepantla is expandable to a much broader student population in much larger numbers. The college has programs for the lesbian, gay, bi-sexual and transgender (*LGBT*) community. He noted NSC is built on the model of diversity and acceptance of people of all types and felt it does a very good job with it. He added the faculty is included, which is a personal commitment of his and the academic officers. President Patterson would not want to lose the opportunity while the institution is young to build it in a diverse way. He stated there are times when the pools are not diverse and the search is cancelled, even if it means the position is not filled. He believed a creative job was done attempting to identify diverse candidates through one-on-one recruiting in order to be successful. President Patterson thought the college and System as a whole could do a better job developing strategies for internal promotion to create diversity. Regent Stephens felt President Patterson was doing a solid job of addressing those issues. She would like NSC to take a leadership role in some of the professional tracks because UNR, UNLV and DRI need to have access to the types of students NSC has.

3. Information Only-Final Meeting with President Bart Patterson – *(continued)*

Chancellor Klaich felt NSC will be an entirely new institution in the next 12-18 months as it comes together, which will present an incredible opportunity and challenge. He will be anxious to renew this discussion in a few years. A challenge he sees in the not too distant future for collaborative efforts has to do with Bachelors of Applied Sciences and how to work through those issues with CSN. He felt them workable in an integrated system. He is very interested to see what will happen and will keep an eye on it.

Mr. Solorio felt NSC has a great opportunity to develop into something that meets the needs of the state and suggested thinking about growing faster and bigger. It is time to bring seed capital to the NSC campus to provide teachers, nurses, policeman, future lawyers, and so forth. He thought through various pipelines the college will be valued by other schools and the Legislature. Mr. Solorio believed athletics of any sort would possibly be a welcome addition to NSC, and it would get the community involved.

Mr. Cortez-Lopez noted Dr. Harter reported students were concerned about the fees and their sustainability over time. He wondered if there is a plan to reduce the burden and the possibility of community involvement in other cities, like North Las Vegas. He would also like to have athletics introduced at NSC.

President Patterson explained the plan for fees is a 30 year continuum with a flat dollar amount, but as the student population grows it potentially offers an opportunity to reduce costs. Additionally, there is time to look at other revenue streams which might be utilized to reduce the costs on students. He added there will likely be future increases over the course of the next 30 years. As we go through all of these processes, it gives NSC an opportunity to benchmark where we are relative to higher education costs and to other institutions in the state. He does not look at the special student fee any differently than tuition – as the total cost of education, so NSC is balancing its total cost against the total cost of other institutions. President Patterson felt there will be opportunities and discussions about reducing the debt and retiring some of it.

President Patterson does quite a bit with the City of Las Vegas in terms of relationships with the City Council, the Manager of Las Vegas, and felt he was known in the City. The primary issue would be whether NSC would have interest in locating a downtown campus, but NSC is not in a position to look at the possibility right now. He thought all the institutions should have a look at the Downtown Redevelopment Project and he is engaged with that and other goings-on. He added NSC recruits around the valley. He has not had as many discussions with North Las Vegas, and while there are a number of land parcels available for development, it is not the direction NSC is going right now. Surely all institutions can look at expanding an educational offering there. He thought on-campus housing would be another prospect to consider at some time.

3. Information Only-Final Meeting with President Bart Patterson – (continued)

Mr. Solorio can see the benefit of living on or near a campus. He knows there are financial packages to help make it affordable. He felt transportation issues add a distraction for focusing on school work. He believed if there was early acceptance for Nevada high school graduates there would be an opportunity for them to do some bridge work to get ready for transitioning.

Chair Wixom asked about the Hispanic-Serving Institutions designation. President Patterson reported NSC is below the mark by approximately three percent. The underlying metrics suggest NSC can get there quickly, but depends heavily on the transfer population. By building up the first time freshman population, NSC will hit the mark. Also, there are a significant number of students who do not designate their ethnicity. He thought NSC will hit the mark in two to three years.

Chair Wixom referred to Dr. Harter's discussion of the leadership team and reliance on an academic leadership team given President Patterson's non-traditional background and the effect of the relationship, which is positive. Chair Wixom felt it begged the question on what the plan is to keep such a team in place and nurture it over time. President Patterson said as he gets more experience, he becomes more capable at addressing academic matters – his own experience has grown. He added – with that being said – he is still much more likely to rely on people who are smarter and more experienced than he in academic matters. He looks within for leadership strength, but will turn to a national search if it is not available at NSC.

Chair Wixom stated Dr. Harter was complimentary of the culture President Patterson has developed at NSC and he agreed. Everyone at NSC is positive, engaging and works hard to develop the culture. He is not asking for a response right now, but wondered what President Patterson does to foster and grow that philosophy.

Chair Wixom stated before the economic downturn, there was significant outreach efforts to high schools, some of which he participated in. He felt the outreach was very positive. Predecessors at NSC were concerned because they felt it was not where it needed to be and it would come from high school enrollment. Chair Wixom speaks with educators across the Valley and is shocked by the profound ignorance about what NSC is and what it offers. He views this as a very serious problem. He asked about President Patterson's role addressing high school recruitment. President Patterson said most students are choosing NSC because of a friend, sibling, parents, high school counselors or teacher recommendation. He said there is a teacher preparation program in the school district, but not in counseling. Special efforts are made to reach out to the counselors. This fall counselors came on to the campus to hear about the programs. Recruiting in the high schools has been very effective, with two straight years of over a 20 percent increase with first-time freshmen, which is highest in the System by far. Clearly the outreach is working, but is very

3. Information Only-Final Meeting with President Bart Patterson – (continued)

dependent on the recruiter. The students will come if time is spent with an institution and NSC has to figure out how to make it consistent with many schools around the valley and not just particular schools. President Patterson believed he could be more engaged with the principals to make sure the leadership level is aware of NSC. The NSC School of Education does a good job by mentoring with particular schools working with the faculty on clinical placements and therefore are very well known there. He thought some areas are very good and other areas could be better, including family engagement.

Chair Wixom thought this effort could be one of President Patterson's legacies because he has all the necessary tools to offer students opportunities they would not have elsewhere. Mr. Solorio thought scholarships will entice student/family interest.

Regent Schofield stated it has been a pleasure working with President Patterson and was pleased to see the NSHE grow and achieve the way it has.

4. Approved-Preparation of Committee Report – The Committee discussed its findings and the proposed contents of the evaluation report and directed the Evaluation Consultant to prepare the final report accordingly.

Chair Wixom explained the discussion would be about the scope of the report and to provide general direction to Dr. Harter for preparation of the report.

Chancellor Klaich would not want to lose content from Dr. Harter's preliminary draft. Regent Stephens would like to see Dr. Harter's assessments and provide a perspective, but would like an easy-to-follow report and suggested some comments or topics be placed in a miscellaneous file or grouping. Dr. Harter felt she could weave the information into the report.

Mr. Ellis thought the Latin Chamber was a good outlet for outreach. He felt consideration of an exchange program with Mexico might be worth looking at.

Chair Wixom recalled several years ago a sister university/college program was developed for joint programs and efforts together. He believed the effort was lost during the budget cuts. He suggested this effort might be revisited.

Regent Stephens thought it was important to highlight some efforts being made at NSC because there is so much going on. She recalled a recent trip to Africa, programs, and outreach that should be captured in the report. President Patterson added there have been two study-abroad programs through the School of Education in Ireland and a Spanish immersion nursing program to Mexico with the University of Guadalajara, which should continue, and the medical missions to Ethiopia and to Vietnam. He said NSC is on the cusp of making significant considerations for international student programs, not in the open-ended sense to

4. Approved-Preparation of Committee Report – (continued)

any students, but perhaps to targeted cohorts of students to become more like a student exchange. Many NSC students have never traveled, not even within the United States.

Chancellor Klaich wondered if NSC could participate in the University Studies Abroad Consortium (USAC). President Patterson said NSC could apply to be accepted into the program, but there are reasons why it may not be the best program for NSC students right now. The programs are expensive and the credit goes to the universities students travel to and not the university from which they come. The NSC faculty is engaged with the students themselves, which is better for the student population at this time, until NSC is larger, and then the USAC program would be a valid consideration.

Mr. Solorio moved for the committee to support and value the efforts provided by President Patterson and his leadership, and look forward to supporting those efforts and growing the college to continue to meet the needs of NSC and the community it serves. Regent Stephens seconded. Motion carried.

5. Information Only-Public Comment – None.

Chair Wixom expressed appreciation to the Committee for its service, observations and perspectives. The process is enormously valuable and helpful.

The meeting adjourned at 2:47 p.m.

Prepared by: Nancy Stone
Special Assistant and Coordinator
to the Board of Regents

Submitted for approval by: R. Scott Young
Acting Chief of Staff to the Board of Regents