

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
NEVADA SYSTEM OF HIGHER EDUCATION
Joe Crowley Student Union, Milt Glick Ballrooms B & C
University of Nevada, Reno
87 West Stadium Way, Reno

Thursday, September 10, 2015
Friday, September 11, 2015

Video Conference Connection from the Meeting Site to:
System Administration, Las Vegas
4300 S. Maryland Parkway, Board Room
and
Great Basin College, Elko
1500 College Parkway, Berg Hall Conference Room

Members Present: Mr. Rick Trachok, Chairman
Mr. Michael B. Wixom, Vice Chairman
Dr. Andrea Anderson
Mr. Cedric Crear
Dr. Mark W. Doubrava
Dr. Jason Geddes
Mr. Trevor Hayes
Mr. James Dean Leavitt
Mr. Sam Lieberman
Mr. Kevin C. Melcher
Mr. Kevin J. Page
Ms. Allison Stephens

Members Absent: Mr. Robert Davidson

Others Present: Mr. Daniel J. Klaich, Chancellor
Ms. Crystal Abba, Vice Chancellor, Academic and Student Affairs
Dr. Constance Brooks, Vice Chancellor, Govt. and Community Affairs
Ms. Brooke Nielsen, Vice Chancellor, Legal Affairs
Mr. Vic Redding, Vice Chancellor, Finance and Administration
Dr. Marcia Turner, Vice Chancellor, Health Sciences
Mr. Scott G. Wasserman, Special Advisor to the Board
Mr. Frank R. Woodbeck, Executive Director Nevada College Collaborative
Mr. R. Scott Young, Acting Chief of Staff
Dr. Steven Zink, Vice Chancellor, Information Technology

Others Present (*Continued*):

Mr. Chet Burton, President, WNC
Dr. Mark A. Curtis, President, GBC
Dr. Len Jessup, President, UNLV
Dr. Marc A. Johnson, President, UNR
Mr. Bart J. Patterson, President, NSC
Dr. Michael D. Richards, President, CSN
Dr. Maria C. Sheehan, President, TMCC
Dr. Stephen G. Wells, President, DRI

Also present were faculty senate chairs Dr. Camille Naaktgeboren, CSN; Ms. Dana Trimble, DRI; Mrs. Mary Doucette, GBC; Dr. Roberta Kaufman, NSC; Mr. Eric March, NSHE; Dr. John Adlish, TMCC; Dr. Bryan L. Spangelo, UNLV; Dr. David Sanders, UNR; Mr. Gary Schwartz, WNC.

Student government leaders present included Ms. Brenda Romero, ASCSN President, CSN; Ms. Jessica Connolly, GRAD President, DRI; Ms. DeMarynee Saili, SGA President, GBC; Ms. Yesenia Cuevas, NSSA President, NSC; Mr. Spencer Schultz, SGA President, TMCC; Ms. Kanani Espinoza, CSUN President, UNLV; Ms. Surbhi Sharma, GPSA President, UNLV; Mr. Caden Fabbri, ASUN President, UNR; Ms. Kylie Rowe, GSA President; UNR; Ms. Andrea Senda, ASWN President, WNC.

Chairman Rick Trachok called the meeting to order at 8:32 a.m. with all members present except Regents Anderson, Davidson, Hayes and Lieberman. The UNR ROTC Color Guard presented the colors and the Wolf Pack Quartet performed the National Anthem. Regent Stephens led the Pledge of Allegiance. Chairman Trachok recognized the passing of Distinguished Nevadan Dr. Frank Curry Stokes and requested a moment of silence in recognition of the passing of the mother of Dr. Len Jessup, President, UNLV.

Regents Anderson, Hayes and Lieberman entered the meeting.

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

President Bart J. Patterson, Nevada State College (NSC), invited the Board members and the public to attend the State of the College Address highlighting recent NSC accomplishments and a grand opening celebration of two new buildings on September 24, 2015; said NSC is hosting the Nation's first Latino poet laureate on September 26, 2015; and announced the availability of the largest digital on-line only library in Nevada with 1.4 million volumes available at the touch of a finger-tip.

President Michael D. Richards, College of Southern Nevada (CSN), introduced Ms. Brenda Romero, ASCSN President, and Ms. Juanita LeFlore Chrysanthou, Vice President of Student Affairs. President Richards thanked the Chancellor and Regents Crear and Stephens for attending the convocation event in August and made the following announcements: CSN has moved from a "cafeteria" style curriculum to every degree and

1. Information Only – Introductions and Campus Updates (Agenda Item #1) – continued

certificate being on a “guided pathway”; there are now 350 Guided Pathways to put and keep students on track; CSN is working with United Way of Southern Nevada and the Lumina Foundation on a Minority Male Mentoring project; a partnership with the University of Pittsburgh’s Center for Latin American Studies to provide the National Endowment for the Humanities Bridging Cultures at Community Colleges program; the mobile student processing and customer service project was a great success with 2,000 students processed through the system in one day; hosted the 2015 Community College Cyber Summit with over 250 attendees; and *Excelencia* in Education, a national, independent, not-for-profit organization, recently announced CSN as one of the top 25 colleges and universities graduating Latinos in science, technology, engineering, and math (STEM) fields.

President Stephen G. Wells, Desert Research Institute (DRI), introduced Ms. Jessica Connolly, GRAD President, and announced DRI has submitted a proposal for a five-year contract with the U.S. Department of Energy (DOE) to operate the Oak Ridge Institute for Science and Education. The Oak Ridge Institute for Science and Education is a DOE institute advancing science education and research programs by creating opportunities for collaboration through partnerships with DOE facilities, other federal agencies, the academic community and industry. DRI should know by the end of October if its proposal was successful; if awarded the contract DRI would be acquiring 600 employees, doubling its current size.

President Mark A. Curtis, Great Basin College (GBC), stated he recently finished interviewing the four surviving original founders of GBC and made the following announcements: Ms. Kaley Sproul, a recent graduate of GBC, has been named the Executive Director of the Nevada Cattlemen’s Association; Mr. Gregory Brorby has recently been appointed as the GBC Foundation Director and GBC Foundation staff have been reduced from three to one; the GBC Veteran’s Resource Center has been expanded to accommodate an on-site officer from the Nevada Department of Veterans Services; and this year’s enrollment is up over three percent with the full-time equivalent (FTE) up over four percent.

President Len Jessup, University of Nevada, Las Vegas (UNLV), announced UNLV has received approximately \$75 million in new pledges and gifts over the last fiscal year; a record breaking incoming class size; the honors college is experiencing its biggest cohort ever; and the recently released U.S. News rankings of colleges placed UNLV as the second most diverse campus in nation with the thirteenth lightest student debt load.

President Maria C. Sheehan, Truckee Meadows Community College (TMCC), introduced Mr. Spencer Schultz, SGA President, and Dr. John Adlish, Faculty Senate Chair; and noted her pending January 8, 2016, retirement. She reminded the Board of the very capable TMCC team in place, including: Dr. Barbara Buchanan, Vice President of Academic Affairs, Dr. Rachel Solemsaas, Vice President of Finance and Administrative Services, Ms. Estela Gutierrez, Vice President of Student Services, and Mr. Jim New, Dean, Technical Sciences Division; and announced the Northern Nevada College Apprenticeship Consortium partnership between TMCC, serving as the grant

1. Information Only – Introductions and Campus Updates (Agenda Item #1) – continued

administrator, and Western Nevada College (WNC) was awarded a \$2.9 million grant from the U.S. Department of Labor, American Apprenticeship Award program.

President Chet Burton, Western Nevada College (WNC), introduced Dr. Georgia White, Director, Career and Technical Education Department, and made the following announcements: recently completed student services and support upgrades at the Carson City and Fallon campuses; FTE is up by approximately three percent; the Jumpstart Concurrent Enrollment Program and construction apprenticeship program have doubled in size; recognized support from NV Energy, William N. Pennington Foundation, E.L. Cord Foundation and a unique private donation of several classic cars; and announced WNC will be hosting the National Rural Community College Alliance Conference Tuesday, September 22, through Thursday, September 24, 2015.

President Marc A. Johnson, University of Nevada, Reno (UNR), recognized the UNR ROTC Color Guard and Wolf Pack Quartet members; and introduced Mr. Caden Fabbi, ASUN President, Ms. Kylie Rowe, GSA President and Dr. David Sanders, Faculty Senate Chair. He announced four-year graduation rates are up, enrollment is up 4.8 percent and FTE is up seven percent; the recently opened Peavine Hall and Innevation Center; and UNR was elected in as an honorary member of the investment group Sierra Angels.

2. Information Only – Institutional Student and Faculty Presentations (Agenda Item #2) –
President Johnson introduced Dr. Jessie Mayer, Dr. Michael Webster and Dr. Grant Mastick.

Dr. Jesse Mayer, a student in the UNR Biochemistry Department, received his Doctorate's degree from UNR in 2015, his Bachelor's degree from Washington State University in 2011 and worked at the Washington State Department of Health, Public Health Laboratories, before starting at UNR in 2012. He provided information to the Board from his award winning three minute thesis dissertation on the development of prickly pear cactus as a biofuel and bioproduct crop for Nevada.

Dr. Michael Webster, Co-Director, Neuroscience Programs, UNR, is a vision scientist who studies the cognitive and neural processes that underlie how humans see. He provided the Board with information on the growing education and outreach programs at UNR in neurosciences.

Dr. Grant Mastick, Co-Director, Neuroscience Programs, UNR, conducts research relating to the development of the brain and its spatially organized array of interconnecting neurons. He provided information to the Board about new faculty for, and recent expansion of, the neuroscience programs at UNR.

3. Information Only – Regents' Welcome and Introductions (Agenda Item #4) – Regent Crear introduced Ms. Savannah Schauer, a high school graduate of the Las Vegas Academy of the Arts and a freshman at UNR in the Honors Program.

The meeting recessed at 9:21 a.m. on Thursday, September 10, 2015, for committee meetings and reconvened at 11:14 a.m. the same day with all members present except Regents Davidson and Lieberman.

4. Information Only – Public Comment (Agenda Item #3) – Chairman Trachok asked Mr. R. Scott Young, Acting Chief of Staff, to read letters of support provided by Nevada Governor Brian Sandoval and United States Senator Harry Reid and list several additional submittals.

Mr. Young read the letters of support provided by Governor Sandoval and Senator Reid and listed submittals as follows: a letter from former Nevada Senator and Governor Richard H. Bryan; a letter from Thomas F. Kerestesi; an email from Greg McKinley; a letter co-authored by Michael Yackira, Elaine Wynn, Pat Mulroy and Otto Merida; a copy of a letter to the editor of the Las Vegas Review-Journal co-authored by Michael Yackira, Elaine Wynn, Tony Sanchez, Pat Mulroy and Otto Merida; and a letter from each of the following: John Filler, Kyle George, John P. Sande III, Keith L. Lee, Joe Crowley and Jose A. Solorio. Mr. Young indicated he had identified all correspondence submitted under Agenda Item #18 and these were previously distributed to the Board.

Regent Lieberman entered the meeting.

Chairman Trachok said the correspondence will be included in the record and available to the public (*see Handout Bor-18 on file in the Board office*). He noted for the record the Chancellor's wife, two of his daughters, his son and his son's wife were in the audience.

The following spoke in support of Chancellor Klaich: former Regent Robert Blakely, Mr. Michael Yackira, Mr. Jose Solorio, Mr. David Goldwater and Mrs. Denise Klaich.

Mr. David Goldwater expressed his opposition to the current UNLV mascot and said he feels the use of confederate civil war symbolism is condescending, insulting and hurtful. He requested the UNLV mascot be changed. This issue presents an opportunity to redefine UNLV and emphasize the many great things happening at UNLV.

Regent Geddes said in the Academic, Research and Student Affairs Committee he received public comment from the Nevada Faculty Alliance (NFA) relating to administrative faculty (Agenda Item #40). The NFA's comments were intended for the full Board. Also see Professor Glenn C. Miller's, UNR, email Attachment 1.

Mr. Spencer Schultz, SGA President, TMCC, noted the results of a recent campus survey substantiate the need for additional campus parking. Emergency parking and shuttle service is being examined. He also expressed a need for additional transit, lecture space and a fine arts center at TMCC.

Dr. Roberta Kaufman, Faculty Senate Chair, NSC, referenced the policy amendment proposals concerning transfer of administrative faculty and shortened notice of termination (Agenda Items #39 and #40). She stated the Board would be receiving a recommendation from NSC faculty on these two items; refining and reworking the policy proposals to address the concerns of NSC faculty.

3. Information Only – Regents' Welcome and Introductions (Agenda Item #4) – (continued)
Chairman Trachok reopened Agenda Item #4.

Regent Melcher thanked staff for all of their work organizing the Board meetings.

5. Information Only – Chair of the Nevada Student Alliance Report (Agenda Item #5) – Mr. Caden Fabbi, Chair, Nevada Student Alliance (NSA), highlighted two upcoming campus wide events, a statewide voter registration drive on November 22, 2015, and a community service week October 4 through October 10, 2015. The NSA would appreciate Board member input at the monthly NSA meetings and in the revived NSA newsletter. Board members each received an "It's On US" button supporting a social change initiative to address and stop sexual assault on college campuses; the buttons will be distributed on all NSHE campuses. The ASUN at UNR has decided to go plastic water bottle free at all of its events with three thousand reusable water bottles being distributed and has started a Sustainable Nevada Initiative Fund to reward students who apply for sustainable initiative grants.
6. Information Only – Chair of the Faculty Senate Chairs Report (Agenda Item #6) –Ms. Dana Trimble, DRI, Faculty Senate Chair of Chairs, expressed support for the creation of a faculty compensation working group and a review of the funding formula. The Faculty Senate is concerned with two policies under consideration by the Board relating to the transfer of administrators and the shortened notice of termination for administrative faculty. The policy changes should include more details regarding tenure, recruiting and retention, recourse, notification timelines and morale. The Board should look at the related policies of competing higher education institutions prior to making a decision. An annual presidential survey is being developed, addressing the performance metrics included in the new evaluation policy, to help inform the presidential evaluation process.
7. Information Only – Chancellor's Report (Agenda Item #7) – Chancellor Klaich said the 2015 legislative and budget processes were very successful due to remarkable teamwork, broad support and clear focus. The NSHE staff is in the process of debriefing with each of the institutions in order to develop an understanding of campus needs. Those tentative themes will be brought back to the Board at the December meeting to begin budget discussions. The recommendations should be finalized in January or March and will include both the capital and operating budgets. The budget should be ready for review by the Board at the June 2016 Board meeting; providing for submittal to Governor Sandoval by September 1, 2016.
8. Information Only – Regents' Reports (Agenda Item #8) – Regent Stephens attended the 2015 American Association of University Professors (AAUP) Conference on the State of Higher Education in Washington D.C. in June.

Regent Melcher said the Nevada State Board of Education is extremely busy implementing legislation stemming from the 2015 session.

Regent Lieberman attended the 2015 Office of Special Education Programs Leadership Conference.

9. Information Only – Board Chairman’s Report (Agenda Item #9) – Chairman Trachok said he would be visiting TMCC with the Chancellor at the end of September to begin the process of seeking TMCC’s next President. Mr. R. Scott Young, Acting Chief of Staff, has announced his retirement in December and Mr. Scott Wasserman, Special Advisor to the Board, has a consulting agreement ending in December of 2015. The ad hoc Board of Regents Chief of Staff Search Committee, Chaired by Regent Page, begins meeting September 18, 2015. Chairman Trachok said he has been meeting with the legislative leadership throughout the summer. He has initiated a review of administrative costs and overhead, beginning with the Chancellor’s office, to reduce costs wherever possible. The presidents have also been asked to examine administrative costs at each of their institutions. He asked the Board members to think about costs tied to information requests. In continuing to support our community colleges it is important to keep on working together; utilize and integrate the information from the Community College Institutional Advisory Councils; focus on workforce development and the funding formula during the next legislative session providing a clear understanding of the return on investment. It is important to pursue the Carnegie Foundation’s classification as a Research University (very high research activity) (RU/VH) at UNR and UNLV and provide the Legislature with detailed information on the benefits of investing in this effort. The metrics being provided at the regular Board meetings by the institutions will be available on the NSHE website, providing current information on the work of the institutions. With support from the Governor and both sides of the legislative leadership this is an exciting time for higher education and Nevada. He thanked everyone for their continued support.

Regent Leavitt said he thinks the next legislative session will emphasize higher education and DRI should be supported. The System needs to be thorough, bold and aggressive regarding its upcoming budget request; educate the larger public about the future of Nevada and the investment in human capital; and protect the historic gains of last session.

Regent Geddes asked if the metrics information is on the NSHE website. Chairman Trachok said the metrics will be available on the NSHE website soon.

10. Approved – Consent Items (Agenda Item #10) – The Board approved the consent items as presented (*Consent Items 10a through 10f*).
- 10a. Approved – Minutes (Agenda Item #10a) – The Board approved the following meeting minutes:
- October 13, 2014, NSC Periodic Presidential Evaluation Committee meeting (*see Reference BOR-10a1 on file in the Board office*).
 - November 17, 2014, ad hoc UNLV President Search Committee meeting (*see Reference BOR-10a2 on file in the Board office*).
 - June 11-12, 2015, Board of Regents’ meeting (*see Reference BOR-10a3 on file in the Board office*).
 - July 30, 2015, Special Board of Regents’ meeting (*see Reference BOR-10a4 on file in the Board office*).
- 10b. Approved – Inez Johnson Dibble Endowment, TMCC (Agenda Item #10b) – The Board approved the acceptance of a \$5,000 donation from the donor to establish

10. Approved - Consent Items (Agenda Item #10) – continued

the new Inez Johnson Dibble Endowment. The new Endowment will benefit students at Truckee Meadows Community College through scholarships. The donor has expressly requested for this Endowment account to be invested in, and managed by, the NSHE Endowment pool (*see Reference BOR-10b on file in the Board office*).

10c. Approved - Annual Reports regarding Tenure Granted to Academic Faculty Upon Hire (Agenda Item #10c) – The Board approved acceptance of the annual reports to the Board from the presidents of each institution naming any individual to whom tenure upon hire was granted pursuant to the provisions of Code Title 2, Chapter 3, Section 3.3.1 (b2) (*see Reference BOR-10c on file in the Board office*).

10d. Approved – Handbook Revision, Open Meeting Law and Public Records Act Provisions (Agenda Item #10d) – The Board approved an amendment to *Handbook* Title 4, Chapter 1, Section 29 of the Board policy, to mirror the existing provisions of the Open Meeting Law and Public Records Act, last amended by the 2015 Nevada Legislature by Senate Bill 70 (Chapter 226, *Statutes of Nevada 2015*). Specifically, several minor corrections for citations to the *Nevada Revised Statutes* (NRS) were made to conform the references to current section numbers in the NRS; a requirement was added that unless good cause is shown, minutes of a Board or committee meeting must be approved within 45 days after the meeting or at the next meeting of the Board or committee; and minutes or audio recordings must be made available for inspection 30 working days after the adjournment of a meeting, and a copy of the minutes or audio recording must be made available to a member of the public upon request at no charge (*see Reference BOR-10d on file in the Board office*).

10e. Approved – Handbook Revision, Administrative Withdrawal of Student for Nonpayment of Fees (Agenda Item #10e) – The Board approved a revision to Board policy concerning administrative withdrawal (*Title 4, Chapter 16, Sections 11, 22 and 31*) to specify the universities and community colleges have authority to administratively drop a student for nonpayment of fees, thus making this policy consistent with current practice and the existing authorization for the state college.

Existing language was deleted from Section 31 that prohibits state college students administratively dropped on or before the last day of the term from receiving a grade and provides those students will be subject to payment of tuition and enrollment fees. This language does not reflect existing institutional practices under which students who are administratively dropped under these circumstances may receive a refund of tuition and enrollment fees depending on the student's circumstances (*see Reference BOR-10e on file in the Board office*).

10f. Approved – Handbook Revision, Effect of Termination on Compensation of Presidents (Agenda Item #10f) – The Board approved an amendment to *Handbook*, Title 1, Article VII, Section 3.e.14.e – Discipline of Presidents. The amendment conforms the Bylaw to the current presidential contract provisions which provide that upon termination for cause a president receives no further

10. Approved - Consent Items (Agenda Item #10) – continued

salary, perquisites or salary supplements as president. The salary of a president holding tenure would be established in accordance with *Handbook*, Title 4, Chapter 3, Sections 1-3. This is the second reading of the proposed Bylaw revision; the first reading occurred at the June 11-12, 2015, meeting of the Board (*see Reference BOR-10e on file in the Board office*).

Regent Melcher moved approval of the Consent Agenda Items, 10a through 10f, as presented. Regent Page seconded. Motion carried. Regent Davidson was absent.

The Board recessed at 12:21 p.m. and reconvened at 12:38 p.m. with Regents Davidson, Page and Stephens absent.

Ms. Brooke Nielsen, Vice Chancellor, Legal Affairs, introduced Mr. James Martines, serving as the general counsel for Nevada State College and working on a variety of System projects.

11. Approved – Community College Committee (Agenda Item #11) – The Board accepted the Committee report and approved the recommendations. Committee Chair Andrea Anderson reported the Community College Committee met on September 2, 2015, and heard the following:

Information Items

- Institutional Advisory Council Meetings - IAC meeting reports were received from the President and Council Chair of each institution. The goal in each case was to provide IAC members with an understanding of the college, its offerings, student populations, challenges and opportunities. Report highlights included:
 - WNC – Focus on high school student access and marketing career pathways; and increased communication with entire region, including remote campuses.
 - CSN – Passed resolution regarding the naming of campuses to include cities of residence; and received a presentation on Burning Glass Technologies.
 - TMCC – Marketing of the college to various constituencies; concerns with potential consolidation of police services with UNR; and capital improvement projects underway and in planning.
 - GBC – The next meeting will be September 17, so there was nothing to report at this time.
- Community College Programs Serving Secondary Students - Each president reported on the programs operated in conjunction with local school districts to serve secondary school students. These baseline reports will be provided in writing, and updates made at subsequent meetings on a semi-annual basis.
- Campus Updates - Each president provided an update on various activities of interest on their campuses.
- Nevada College Collaborative - Executive Director Woodbeck reported TMCC, WNC and GBC had achieved savings through various shared services initiatives, such as grant writing, professional development and library services; and will seek additional opportunities in advance of or in conjunction with the rollout of iNtegrate 2.

11. Approved - Community College Committee (Agenda Item #11) – continued

- Burning Glass Technologies - A live demo of the Labor Insight module was presented by Bill Anderson, Chief Economist, DETR, giving members an idea of job openings and skill demand in Nevada.
- Federal “America’s College Promise Act of 2015” - Committee members discussed an overview of the federal legislation currently under consideration regarding “free community college”.

Action Items

Board action was requested to approve the following recommendations for approval of the Community College Committee:

- The minutes from the June 4, 2015, meeting of the Community College Committee (*see Reference CC-2 on file in the Board office*).
- Adoption of the Uniform Institutional Advisory Council Guidelines for use by all four colleges (*see Reference CC-8 on file in the Board office*).

Committee Chair Anderson moved acceptance of the Committee report and approval of the recommendations. Regent Doubrava seconded. Motion carried. Regents Davidson, Page and Stephens were absent.

12. Information Only – Institutional Advisory Council, TMCC (Agenda Item #12) – The Board heard a report on the activities of the TMCC Institutional Advisory Council (IAC) provided by TMCC Institutional Advisory Council Chair Ms. Collie Hutter. Ms. Hutter expressed her appreciation over the \$2.9 million grant from the U.S. Department of Labor, American Apprenticeship Award program to the Northern Nevada College Apprenticeship Consortium. The award will develop the career skills of 400 northern Nevadans for jobs at Tesla, Panasonic and other manufacturing companies over the next five years. The program is aimed at developing the work skills and increasing workforce opportunities for members of underrepresented populations, lower-skilled or disadvantaged populations and veterans. The economic development community has stressed the importance of training a skilled workforce for new businesses as well as supporting existing businesses. The TMCC Institutional Advisory Council meets at least quarterly to review and advise the community college on questions regarding the operations and offerings of the college. The purpose of the Institutional Advisory Council is to ensure the linkage of each community college to the community it serves and to anticipate future regional educational trends (*see Reference BOR-12 on file in the Board office*).

Regent Anderson said the IACs are extremely important and thanked Ms. Hutter for her work on TMCC’s IAC.

Regent Melcher said the Board needs to utilize the knowledge and involvement of the IACs and the expertise of the individuals on each of the IACs.

Regent Crear asked if there is a centralized place to send someone interested in the

12. Information Only - Institutional Advisory Council, TMCC (Agenda Item #12) – continued

Northern Nevada College Apprenticeship Consortium's career skills training program.

Ms. Hutter said TMCC, DETR and the Nevada Manufacturing Association are all excellent resources.

President Sheehan said TMCC's IAC has taken a very hands-on approach and each individual council member takes their charge very seriously.

13. Information Only – Community College Completion Corps, TMCC (Agenda Item #15) –
The Board heard information presented by Ms. Cheril Gabbidon, Chapter President, Phi Theta Kappa Honor Society, TMCC, on Phi Theta Kappa and the Community College Completion Corps initiative. The initiative is a student-led, community college campus based effort launched by the Phi Theta Kappa Honor Society in 2011. The initiative encourages academic program completion by having students, faculty and staff pledge to take responsibility for completing their degree and/or pledging to help at least one student do the same. Ms. Gabbidon explained the personal impact of college accessibility on her life and provided examples of the Community College Completion Corps pledge (*see Reference BOR-15 on file in the Board office*).

Regent Page returned to the meeting.

Board members expressed interest in the program and thanked Ms. Gabbidon for her involvement.

Regent Lieberman thanked Ms. Gabbidon for reminding everyone the most important focus is student success.

14. Approved – Renaming of the IGT Applied Technology Center and Gift Acceptance from the William N. Pennington Foundation, TMCC (Agenda Item #13) – The Board approved releasing the IGT name from the IGT Applied Technology Center to provide for a new naming opportunity and acceptance of a \$4,376,080 contribution from the William N. Pennington Foundation to fully fund the second phase of renovations (*see Reference BOR-13 on file in the Board office*).

President Sheehan said TMCC has a letter of release and this gift provides for expansion.

Vice Chairman Wixom said he supported this item with the condition the Board Chairman send a letter expressing the Board's appreciation to IGT for this gesture.

Regent Wixom moved approval of releasing the IGT name from the IGT Applied Technology Center with the condition the Board Chairman send a letter expressing the Board's appreciation to IGT. Regent Geddes seconded.

Chairman Trachok said he has expressed his personal thanks on this matter to IGT's chief executive officer.

14. Approved - Renaming of the IGT Applied Technology Center and Gift Acceptance from the William N. Pennington Foundation, TMCC (Agenda Item #13) – continued

Regent Page disclosed William N. Pennington is a client and he has been advised by legal counsel he can vote on this item.

Regent Geddes stated there is a great collaboration with TMCC and Washoe County School District's Academy of Arts, Careers and Technology High School, located directly across the street, to develop a workforce training program.

Motion carried. Regents Davidson and Stephens were absent.

15. Approved – IGT Applied Technology Center Renovation Phase 2 Approval and Request to Use Capital Improvement Fee Funds, TMCC (Agenda Item #14) – The Board approved proceeding with a second phase of the renovation of the IGT Applied Technology Center using pledged funds of \$4.3 million from the William N. Pennington Foundation and \$2.2 million from the Capital Improvement Fee account to cover amounts needed during construction while awaiting receipt of the pledged funds (*see Reference BOR-14 on file in the Board office*).

President Sheehan explained this financing approach would allow TMCC to complete the renovation.

Regent Crear moved approval of proceeding with a second phase of the renovation of the IGT Applied Technology Center using pledged funds of \$4.3 million from the William N. Pennington Foundation and \$2.2 million from the Capital Improvement Fee account. Regent Page seconded. Motion carried. Regents Davidson and Stephens were absent.

16. Information Only – College of Southern Nevada Performance Metrics (Agenda Item #16) – The Board heard a report on the performance metrics based on the 10 questions trustees should ask set forth by the American Council of Trustees and Alumni.

President Richards reviewed CSN's mission statement with the Board and provided information regarding increasing tuition; ratio of administrative versus instructional spending; building utilization; top administrator and athletic personnel salaries; faculty teaching load; student performance on nationally normed tests, GRE and licensure exams; the National Study of Student Engagement review of institutions; graduation rates; and campus climate surveys (*see Reference BOR-16 on file in the Board office*).

Regent Stephens returned to the meeting.

Chairman Trachok and Chancellor Klaich referenced Slide #27 and noted the credit hours taught by a full-time professor appear very low. President Richards said he would double check those numbers and follow-up with the Board.

16. Information Only - CSN Performance Metrics (Agenda Item #16) – continued

Regent Page referenced Slide #29 and asked why the emergency medical technician (EMT) licensure rate varies so much between the intermediate and basic categories. President Richards said he would find out.

Vice Chairman Wixom asked about CSN's efforts on reverse transfer and the 15 to Finish program. President Richards said CSN has entered into conversations with UNLV on a reverse transfer model and he will provide a status report on that continuing effort to all members of the Board. President Richards said the data on completions is a good indicator the 15 to Finish concept as a "12-6-12" model is working for CSN. The Achieving the Dream program is a good example of a macro effort at CSN with students achieving a six percent higher graduation rate.

Vice Chairman Wixom asked if CSN has incorporated an on-line self-audit, as recommended by the iNtegrate 1 student services model, and if that audit has been helpful. President Richards said he does not have any data on that particular effort; however, the Guided Pathway programs have been a huge success and heavily utilized by students and staff.

Regent Page asked about room utilization during the summer and said room utilization should be increased on Fridays and Saturdays. President Richards noted block scheduling has helped increase room utilization and Friday is essentially a shared governance day for faculty, as faculty are involved in committees and various efforts to oversee the institution.

Regent Page asked about the number of vice presidents and how that number has changed. President Richards stated the number of vice presidents has dropped from seven to four.

Regent Page referenced Slide #51 and asked about the status of the Las Vegas City Hall space renovation and the Henderson lease through NSC. President Richards said the Las Vegas City Hall space renovation is the city's responsibility and as far as he understands the plans have been finalized and permits were being pulled. NSC's Henderson space is being evaluated for use by some of CSN's athletic programs.

Regent Stephens asked about at-risk students and the matching program President Richards mentioned. President Richards said CSN was providing matching dollars to certain at-risk students and he was not sure if other institutions provide a similar program. Regents Stephens thanked President Richards and suggested the other institutions look at CSN's success in this area.

Regent Geddes asked if on-line hours are being tracked and if CSN needs more resources to accommodate on-line education. President Richards said on-line education is growing rapidly and CSN now has 25 on-line programs; he would provide more specific information to Regent Geddes.

Chairman Trachok clarified he was just informed the numbers referenced on Slide #27, noting credit hours taught by a full-time professor, were per semester not annually.

16. Information Only - CSN Performance Metrics (Agenda Item #16) – continued

Regent Melcher asked about the room utilization data and said in the future it would be interesting to see when certain classes are being taught in order to find out more about who is being taught and when. President Richards said CSN is currently studying the overlay of curriculum to space and will have a report available in January.

Regent Page referenced Slide #42 and asked how the Personal Assessment of the College Environment (PACE) numbers compared to numbers from three years ago and the Annual CSN Campus Climate Survey compared to the previous year. President Richards explained the surveys are not longitudinal over time, rather a focused look or “snapshot” at specific areas that differ each year.

Regent Geddes asked about CSN learning center locations and if there are plans to open or reopen additional locations. President Richards explained three of the centers were closed during the financial downturn and there are no plans to reopen those at this time.

Regent Stephens said she was concerned President Richards does not seem familiar with some of the specific information represented in the report and does not appear to have staff available who can immediately provide clarifying information.

Chairman Trachok asked if CSN is too large and if it should be disaggregated. President Richards said if the System had the resources it might make more sense to disaggregate CSN.

Regent Lieberman clarified this is a question about disaggregating CSN not dividing the System. The System needs to remain whole with the inclusion of the community colleges.

Regent Melcher stated the Board needs to plan for the future; in particular, the higher education needs in the Clark County area. Disaggregation of CSN needs to be investigated by the Board to determine if it makes sense.

Regent Anderson said it might be best to place a strong leader with limited autonomy at each of the campus locations.

The Board recessed at 2:09 p.m. and returned at 2:16 p.m. with all members present except Regent Davidson.

17. Information Only – K-12 Efforts to Prepare Nevada Students for College (Agenda Item #17)–

The Board heard a report on matters related to K-12 and higher education in Nevada, including college and career readiness grants, outcomes and lessons learned from the April 2015 statewide administration of the American College Testing Assessment (ACT) and issues relating to preparing Nevada students for college.

Mr. Dale Erquiaga, Chief Strategy Officer, Nevada Governor’s Office, discussed some of the challenges facing students transitioning from the K-12 to the higher education systems. He also provided information on ACT administration in Nevada, the Nevada

17. Information Only - K-12 Efforts to Prepare Nevada Students for College (Agenda Item #17) – continued

State Literacy Plan and the P20-W Advisory Council. The ACT Complete was given at no cost to all juniors, approximately 30,000 students, this spring. The composite scores from the last testing round place Nevada among the last in the nation. In science 13 percent, in math 20 percent and in English 35 percent of Nevada students met the college readiness benchmark. The school districts have begun to formulate a plan to address the low test scores. The NROC college readiness tool provided by the NSHE is already helping to address these challenges. Governor Sandoval has set aside \$8 million in college and career readiness grants. The newly revised State Literacy plan is arranged by age band from preschool through adults. The P20-W Advisory Council is charged with presenting information and recommendations relating to the coordination between elementary, secondary and postsecondary education. He said one of the tasks assigned to him is coordinating the prekindergarten through twelfth grade system, the higher education system and the workforce development system in Nevada to align public education and workforce training with economic development and diversification.

Regent Crear congratulated Mr. Erquiaga on his new position and asked if the P20-W Advisory Council used to be called the P16 Advisory Council. Mr. Erquiaga confirmed the council had undergone a statutory name change.

Regent Melcher thanked Mr. Erquiaga and asked if the NSHE still has a representative on the P20-W Advisory Council. Mr. Erquiaga said yes the Chancellor or his designee is a non-voting member on the P20-W Advisory Council.

18. Action Taken – Review of Actions Taken by the Chancellor with Regard to Documents Prepared by the National Center for Higher Education Management Systems (Agenda Item #18) – The Board accepted Mr. Stephen J. Hirschfeld's investigative report as presented.

Regent Leavitt asked if Mr. Hirschfeld was available. Chairman Trachok said Mr. Hirschfeld was on a plane to New York and the plane had been delayed with an expected landing at just after 4 p.m. Mr. Hirschfeld, if necessary, had made himself available to the Board the following morning, September 11, 2015, at 9 a.m.

Chairman Trachok gave a brief summary of the investigative process to date, saying he had not met Mr. Hirschfeld prior to this process and had not spoken to him since obtaining his services to conduct the investigation. When the issue arose, he requested the Board of Regents' Special Counsel, R. Scott Young, to address which items contained in the Observations section and the Recommendation section of the original draft of the paper "A Community College System of Nevada" prepared by the National Center for Higher Education Management Systems (NCHEMS) were eventually adopted or are still in the process of being considered for adoption by the Board of Regents (*see Reference BOR-18a on file in the Board office*). Mr. Young also completed a comparison of the "Recommendations" portion of the two draft versions of the paper titled "A Community College System for Nevada" and issued a memorandum with his results dated July 16, 2015 (*see Reference BOR-18b on file in the Board office*). These memorandums have been provided to the Regents and have been made available to the public on the NSHE

18. Action Taken - Review of Actions Taken by the Chancellor with Regard to Documents Prepared by the National Center for Higher Education Management Systems (Agenda Item #18) – continued

website. Chairman Trachok conducted a search for an investigative attorney and gave a labor attorney and national expert in higher education governance and administration, Mr. Stephen J. Hirschfeld, the charge in early July to conduct a thorough investigation into this matter, and perform such additional research deemed necessary to inform the Regents on whether the actions taken by the Chancellor violated any ethical or governance standards. Chairman Trachok reiterated he had never spoken to Mr. Hirschfeld before that time and has not since that time. A copy of Mr. Hirschfeld's report was distributed (*see Handout BOR-18 on file in the Board office*).

Regent Doubrava asked if the Chairman of the Board has the authority to enter into contracts totaling approximately \$57,000.

Chairman Trachok explained he was told by counsel he does have the ability to enter into contracts such as this one.

Regent Lieberman asked if public comment would be taken under this item. Chairman Trachok said public comment would be taken under the three public comment opportunities noticed on the agenda.

Chancellor Klaich said after questions were raised, the Chairman commissioned Mr. Hirschfeld to review the Chancellor's actions regarding his management of the draft report from NCHEMS, received at the end of the Senate Bill 391 (Chapter 494, *Statutes of Nevada 2013*) process, including the fact the final report was not distributed to the interim legislative committee, the Board or more broadly. Chancellor Klaich said his primary objective as Chancellor is to carry out the strategies and objectives approved by this Board. As an alum of this Board he respects each of the Board members, the Board and the processes of the Board and takes very seriously his job to implement the Board's decisions. The Chancellor further explained the actions he took were driven by the very clear direction of the Board to maintain the System's integrated governance structure. With hindsight he recognizes this process could have been handled better and he needs to be more cognizant of third party perceptions. Emails from his office will be more disciplined and professional. He realizes the quality and quantity of his communications with public bodies, including the Board and the Legislature, can and should be improved; the process for choosing and retaining consultants should be reviewed and improved upon. He accepts this as an opportunity to self-evaluate and improve. He apologized for the shadow that may have been cast over the System, the Board or the Senate Bill 391 process and said he looks forward to doing a better job in the future as Chancellor.

Vice Chairman Wixom said process needs to be respected. He has had no contact with the investigative consultant. He explained it was important to not comment on this matter during the investigation. The integrity, impartiality and thoroughness of the process have been fully maintained. He has reviewed all of the materials. In relation to the Chancellor's conduct there is room for improvement; however, there is absolutely no sign of misconduct. He respects and supports the Chancellor.

18. Action Taken - Review of Actions Taken by the Chancellor with Regard to Documents Prepared by the National Center for Higher Education Management Systems (Agenda Item #18) – continued

Regent Stephens said she was a part of the Senate Bill 391 subcommittee and was provided with the NCHEMS information while involved in that process. The “System within a System” concept and the hiring of Frank Woodbeck were born out of Senate Bill 391. She expressed disappointment that she was not informed about the separate CSN report provided by NCHEMS during the Senate Bill 391 discussions.

Regent Lieberman said Chancellor Klaich has been involved in the System since the 1980’s. He is a man of integrity and a man of his word. This process has affected everyone, by having to focus resources on this investigation rather than the many programs that are the priority. The role of the Chancellor, the Chair and the Board must be better defined.

Regent Leavitt thanked the Chair and Vice Chair for their focus and leadership on this issue. He said the Chancellor cares too much. NSHE’s integrated system provides more opportunities than any other system in our country. The Chairman commissioned the report to determine if anything could be done better. For the most part, the recommendations in the report have been or are in the process of being addressed or implemented. It was the Chancellor’s responsibility to correct misinformation in the NCHEMS draft report. Regent Leavitt stated he has never talked with Mr. Hirschfeld.

Regent Melcher said he agreed with his fellow Regents and said Chancellor Klaich is a fine person. He said it appears there are individuals that continually feed on negativity.

Regent Geddes said Senate Bill 391 created a legislative committee. The recommendations in the report were acted upon by the Legislature as it deemed appropriate. Chancellor Klaich acted appropriately in his dealings with NCHEMS. There is no action needed by the Board of Regents.

Regent Page said Chancellor Klaich said he is not perfect and no one is perfect. However, no one works harder than Chancellor Klaich. Email protocol should be reviewed.

Regent Anderson said the System is doing what the Senate Bill 391 committee told it to do.

Regent Doubrava said none of us are perfect. The Board can improve on its process of retaining consultants and reviewing reports. The Board is accountable to the tax payers. It would be helpful if Mr. Hirschfeld was present. Regent Doubrava expressed some concerns over the general power and authority provided to the role of Chancellor.

Regent Crear said Mr. Hirschfeld’s report was clear and clearly exonerated the Chancellor. This is a learning experience and the Board needs to continue moving forward and improve processes if needed.

18. Action Taken - Review of Actions Taken by the Chancellor with Regard to Documents Prepared by the National Center for Higher Education Management Systems (Agenda Item #18) – continued

Regent Hayes said the Board should follow the expert advice of Mr. Hirschfeld. The initial reaction from leadership in regard to the NCHEMS report could have been less sensitive. The only recommendation included in the NCHEMS information that has not been followed is the hiring of a vice chancellor for community colleges. It is surprising the Chairman could contract for the amount of the investigative contract without full approval of the Board. It would be nice for the Board to be informed of any current and future contracts; maybe additional checks and balances are needed. The System needs to embrace criticism rather than be insulted by it.

Chairman Trachok said there is an understanding in place now between the Chancellor and the Chairman specifying the Chairman would be notified before any consultants are hired and a copy of any resulting report would be provided to the Chairman. He requested the Chancellor bring the Board back a policy regarding this agreement for the Board to vote on. The Chairman encouraged the Board to remember the Board's role is a policy making body, with the power to hire and fire leadership, not a management body. Chairman Trachok said this issue did not distract his attention from the many important issues the Board stewards; he is interested in driving rather than being driven. This Board is driving the process. The focus is the System, student achievement and student success.

Regent Leavitt moved to accept the Hirschfeld Report as submitted. Regent Lieberman seconded. Motion carried. Regent Davidson was absent.

The Board recessed for committees at 3:27 p.m., Thursday, September 10, 2015, and reconvened on Friday, September 11, 2015, at 9:16 a.m. with all members present except Regents Crear, Davidson, Leavitt and Stephens.

Chairman Trachok requested a moment of silence in remembrance of the victims of September 11, 2001.

Regent Leavitt entered the meeting.

19. Information Only – Public Comment (Agenda Item #19) – Mr. Hank Melton, Ms. Kanani Espinoza, CSUN President, UNLV, and Mr. John Hunt spoke in support of the current UNLV “Rebel” mascot.

Regents Crear and Stephens entered the meeting.

Mr. Conrad Wilson, Chair, Classified Staff Council, UNLV, asked for clarification regarding benefits of state compared to NSHE employees; asked for the reinstatement of CSN's horticulture program; and expressed thanks for the farmers' market held at UNLV.

19. Information Only – Public Comment (Agenda Item #19) – continued

Mr. Spencer Schultz, SGA President, TMCC, referenced Agenda Item #42 (proposed consolidation of TMCC and UNR police and public safety services), and stated students, classified staff, and the faculty and staff senate are opposed to the consolidation of UNR and TMCC police services as proposed.

Ms. Sharon Wurm, Director, Financial Aid Office, TMCC, and Ms. Terri Ann Parsons, Administrative Assistant II, Financial Aid Office, TMCC, expressed opposition to the proposed consolidation of UNR and TMCC police services. They explained a strong presence and quick response times are necessary for student and staff safety; and provided a specific example in detail. Ms. Wurm and Ms. Parsons requested the Board allow for an open forum to discuss this issue further.

20. Information Only - Nickname and Mascot, UNLV (Agenda Item #35) – The Board was provided information on the history of the “Rebels” nickname and the different UNLV mascots over the decades, including the current mascot, “Hey Reb”. Information was provided to the Board on the internal and external listening exercises being conducted around this issue to gather input and feedback (*see Reference BOR-35 on file in the Board office*).

President Jessup explained Senator Reid requested an evaluation of the UNLV mascot after the tragic event in South Carolina. The current sentiment is to explain what the original mascot was and why it is no longer being used; not to eradicate the past but to explain why the previous mascot is no longer being used and what is different about the current mascot.

Dr. Rainier Spencer, Vice Provost for Academic Affairs, Associate Vice President for the Office of Diversity Initiatives and Chief Diversity Officer, UNLV, noted pages 4 and 5 of Reference BOR-35 and provided information on the status of the internal and external listening exercises being conducted around this issue to gather input and feedback.

Chairman Trachok asked about the most recent version of the history document. Dr. Spencer said the document dated September 2, 2015, is the most recent version.

Regent Stephens asked how people have been given the appropriate information when the history document was just recently updated. Dr. Spencer explained the revised history document contains basically the same information as previously distributed; however, the approach is different. The information is now in fact sheet, rather than editorial form. He said he would be happy to go back and speak with the four groups he has already met with to determine if their opinions will change based on the changes made to the history document.

Regent Stephens noted the student newspaper also utilizes the name “Rebel Yell” and that name has a direct link to the Confederacy. She asked if the Consolidated Students of the University of Nevada (CSUN) Las Vegas had been provided with the most recent history document. Dr. Spencer said CSUN had received the most recent version. The student newspaper changed its name in 1971 and UNLV administration has no authority to force the students to change the name of their newspaper. He said he is meeting with

20. Information Only - Nickname and Mascot, UNLV (Agenda Item #35) – continued

the Rebel Yell's Editor-in-Chief and Advisory Board on September 18, 2015, to further discuss this issue. Regent Stephens said the question is, as a public entity utilizing public funds, is it appropriate to use identifiers relating to the Confederacy. Student voices need to be heard; however, this issue may also fall under the Board of Regents' purview as UNLV is a public entity utilizing public funds using identifiers related to the Confederacy. There is a segment of the population that sees the current mascot and related symbolism as offensive. The System, the students and the community need to determine if there is an innovative way to put a positive outlook on this issue, making potential changes, and what can be gained from doing so. Dr. Spencer said there is a definite economic impact related to this issue.

Regent Crear said student voices need to be heard. He requested UNLV bring back a thorough compilation of mascot feedback to the Board.

Regent Melcher said the history is interesting and noted a 1978 article stating the UNLV mascot was not under the Board of Regents' purview.

Regent Crear said the crux of the issue is the values and oppression identified with the Confederacy.

Dr. Spencer said in the 1980's the committee which picked the 1800 pathfinder mascot made a conscious decision with much discussion in the meeting minutes to clearly ensure distance from identifying with, and having no connection whatsoever with, the Confederacy.

Regent Stephens said the association is still being made. The history and context are having to be re-explained and reexamined. She asked what UNLV can do to make the issue of the mascot simpler and more positive so UNLV does not have to continually explain itself. She suggested UNLV disconnect from any reference to a mascot that can be linked to the Confederacy and take a new approach. The Confederacy connection was established with the original mascot. In the past it was decided, rather than start fresh, to just eliminate a piece of the connection. The original connection, however, is still there.

Regent Leavitt said he supports the rebel name and symbol. He hopes the focus can be on being a rebel.

Regent Lieberman said he thinks the conversation has gone as far as it can go at this time. Additional information should be gathered and brought back to the Board.

21. Information Only – William F. Harrah College of Hotel Administration Climate Survey, UNLV (Agenda Item #27) – The Board heard an update on the UNLV William F. Harrah College of Hotel Administration Climate Survey (see Reference BOR-27 on file in the Board office).

President Jessup explained the hotel college environment is a very competitive professional environment. Currently, there has been concern expressed by some about the program becoming too research oriented. He explained both teaching and research

21. Information Only - William F. Harrah College of Hotel Administration Climate Survey, UNLV
(Agenda Item #27) – continued

excellence are necessary. The hospitality corporations are very strongly supportive of the new direction for the college. UNLV is being respectful of the faculty and the concerns they have expressed.

Dr. Stowe Shoemaker, Dean, William F. Harrah College of Hotel Administration, met with faculty to assure them their concerns are heard and their voices are important. He said the climate survey was intended to better understand what was happening and how faculty and staff were feeling about the college. Fundraising is a concern; however, after speaking with the corporations it is clear they support the changes.

Regent Lieberman said there may be some confusion over the drive towards a more research and student centered environment. There is a need to reengage the alumni to explain the changes and direction. This effort needs to be cohesive and have one unified voice. The survey was faculty based and had very little to do with student success or student opinions.

Vice Chairman Wixom said it is important to maintain relationships. He sees the efforts being made to reach out and protect those relationships. One of the corporations expressed a concern it was not being listened to. Relationships are crucial for the System as this effort moves forward. He stressed the importance of reaching out to industry, the state and the community as a whole.

Regent Page thanked and complimented UNLV on the outreach efforts, saying momentum and change need to continue. Some faculty will not be happy with the changes as some people do not like change.

Regent Anderson asked for specifics regarding the changes being contemplated with the Hotel College. Dr. Shoemaker said the focus is changing to more of a soft science rather than solely a hard science approach, looking at theory as well as training. This translates to some changes in curriculum. Some faculty appear to be fearful over skill sets becoming obsolete as changes are instituted. The upcoming Hospitality 2025 event is bringing national leaders in to talk about improvements to meet the industry's changing needs. This event will highlight best practice and innovative changes.

Regent Hayes asked about the potential need for changes in the journalism program. He asked President Jessup about the program review process. President Jessup said programs are regularly under external review to determine if changes need to be made. UNLV's Hank Greenspun School of Journalism and Media Studies is undergoing a similar review of its programs. At any one point in time several program reviews are underway at UNLV. He said UNLV will report back to the Board on the reviews of UNLV's various programs. In moving towards the Carnegie Foundation classification of RU/VH some of the programs may need to incorporate more changes than others.

Dr. Carl Reiber, Senior Vice Provost, UNLV, provided general information on the comprehensive and continuous review process all UNLV programs are subject to.

The meeting recessed at 10:31 a.m. and reconvened at 10:37 a.m. with all members present except Regent Davidson.

22. Information Only – Great Basin College Performance Metrics (Agenda Item #20) – The Board heard a report on the performance metrics based on the 10 questions trustees should ask set forth by the American Council of Trustees and Alumni

President Curtis provided information regarding: increasing tuition; ratio of administrative versus instructional spending; building utilization; top administrator and athletic personnel salaries; faculty teaching load; student performance on nationally normed tests, GRE and licensure exams; the National Study of Student Engagement review of institutions; graduation rates; and campus climate surveys (*see Reference BOR-20 on file in the Board office*).

Chancellor Klaich referenced Slide #13 and asked if the numbers reflected are over a full load. President Curtis said yes and faculty are paid extra for over load; however, regular faculty are paid less than adjunct faculty for over load. Chancellor Klaich referenced Slide #19 and said the grant number is high this year but may go down next year. President Curtis said GBC is averaging 20 to 25 grants per year due to a high success rate and a very effective grant writing team.

Regent Geddes asked if the information technology capacity is sufficient for on-line course offerings and high-speed internet service. President Curtis said there are parts of the rural state that do not have any internet connectivity, and those students often go to one of the GBC centers. The centers have sufficient broadband width and connectivity. TMCC has been sharing its cast-off technology with GBC and that has been extremely helpful. Regent Geddes asked if Switch Communications has offered any technology opportunities to GBC. President Curtis said no, but he would follow up with that.

Regent Crear thanked President Curtis for the information and asked him what GBC most needs or wants. President Curtis said he has submitted a paper to the Chancellor about the College's goals and needs and will be meeting with the Chancellor on September 25, 2015, to discuss the information further.

Regent Melcher referenced Slide #10 and said it would be helpful to see the full-time equivalent (FTE) information for each area.

Chairman Trachok thanked President Curtis for the information and asked him if the exercise of submitting this report and the data included in it is helpful. President Curtis said it is helpful; however, some questions are more useful than others. President Curtis said there are many metrics he has no control over such as those relating to the economy and birth rates in Nevada.

1. Information Only – Introductions and Campus Updates (Agenda Item #1) – (continued)
Chairman Trachok reopened Agenda Item #1. President Johnson introduced Mr. Brian Polian, Head Football Coach, UNR. Coach Polian thanked the Board for its support and said the UNR football team has achieved a team GPA of more than 3.0. UNR believes in educating its student athletes and that belief is backed up with results.

23. Information Only – iNtegrate 2 (Agenda Item #26) – The Board heard an update on the iNtegrate 2 project to consolidate and replace the automated central administrative system in Finance and Human Resources. This second phase of the iNtegrate project addresses Finance and Human Resources modules and includes a comprehensive review and restructuring of NSHE business practices (*see Reference BOR-26 on file in the Board office*).

Ms. Renee Yackira, Special Advisor to the Chancellor, introduced Mr. Pete Zipkin, iNtegrate 2 Project Director, and explained the project was proceeding on time and on budget to meet the October 2016 implementation date. The human resources and financial modules are moving from design to working sessions. The process is design, refine and release to prototype. The team is working with System counsel to determine the need for potential policy changes in order to support best practice. This project stresses standardization, defined as the adoption and implementation of best business practices, and centralization, defined as reorganization of people for the most effective use of best practices. The team is working with the institutional business officers to further refine the centralization plan.

Vice Chairman Wixom asked if centralization would follow standardization. Ms. Yackira confirmed it would and that identified legacy systems will be replaced with the Workday software system. Vice Chairman Wixom asked where in the timeline the centralization process was. Ms. Yackira said feedback has been gathered and the easiest areas for centralization have been identified, the information has been compiled and distributed back out and the team will be meeting in mid-October to finalize the centralization plan. She said that centralization plan should be ready for the Board to see in December.

Mr. Zipkin said the move to a concurrent from a sequential go-live strategy is well supported from the campuses, Sierra-Cedar (enterprise applications) and Workday (enterprise software). The change allows more time for testing and deploys more resources to pre and post support for end users. He said the team is very pleased with the support and performance of Workday, both the implementation team and the software.

Chancellor Klaich said he was very pleased with the personal involvement from Workday's founder.

Vice Chairman Wixom said he is happy to be able to report back to the Legislature the project is on track and on budget. He personally believes the NSHE is leading the nation with this project. This is a critical project and he wants to know if any issues arise or if help is needed.

Chancellor Klaich said regular updates will continue to be scheduled with the Chair and Vice Chair.

23. Information Only - iNtegrate 2 (Agenda Item #26) – continued

Chairman Trachok thanked Vice Chairman Wixom for spearheading this effort.

Regent Stephens clarified the terms of standardization and centralization as everyone doing the same best thing in the same best way and working together, in that order, with the second process dependent on the first.

24. Information Only – 2013-14 NSHE Financial Aid Report and Silver State Opportunity Grant Program (Agenda Item #21) – The Board heard a report on the 2013-14 NSHE Financial Aid Report and Silver State Opportunity Grant Program (see References BOR-21a, BOR-21b and BOR-21c on file in the Board office).

Ms. Renee Davis, Director of Student Affairs, NSHE, presented information on financial aid programs, awards distributed and outreach efforts across the System. She also reviewed the three recent legislative changes affecting the Governor Guinn Millennium Scholarship Program.

Vice Chairman Wixom asked if the information on Financial Aid Nights can be distributed to the Board. Ms. Davis said she would get that information distributed to the Board.

Vice Chancellor Abba thanked staff for their incredible and intense work on the Silver State Opportunity Grant Program, created by the 2015 Nevada Legislature, and provided information on the implementation and status of the program. She reviewed eligibility requirements, the calculation for awards, and explained there is no independent application process. The application is done through the FAFSA process. There is also a web page on the NSHE site explaining the Silver State Opportunity Grant Program. There were 689 students who received awards for the fall. Dollars were moved around after the initial simulation award numbers on August 7, 2015, did not fully fund NSC, GBC and WNC students. The net effect was dollars were moved from the north to the south with 100 percent funding across the NSHE system. On September 1, 2015, the numbers were run again and 200 students went unfunded. Going into the second year there will be a publicized award day. The awards went to the most underprivileged students first. Vice Chancellor Abba said approximately 60 percent of the awards went to minority students and, except for CSN, the median award was \$5,500.

Regent Geddes and Chairman Trachok said the accomplishment of awarding need based financial aid is remarkable and thanked staff for the tremendous effort on this job. Regent Geddes said this effort should meet all of the sponsoring Senators' expectations.

Vice Chancellor Abba said the System needs to provide data illustrating the return on investment going into the 2017 Legislative Session.

25. Information Only – Nevada P-20 to Workforce Research Data System (Agenda Item #22) – The Board heard a report on the Nevada P-20 to Workforce Research Data System (NPWR): <http://npwr.nv.gov/>.

Ms. Linda Heiss, Senior Director of Institutional Research, NSHE, explained the NPWR data system links data between higher education, the work force and K-12 and is funded by the United States Department of Education (DoED) 2012 Statewide Longitudinal Data Systems Grant Program. NPWR was developed as part of a collaborative partnership between the NSHE, the Nevada Department of Employment, Training & Rehabilitation and the Nevada Department of Education. The Board viewed a short video about the NPWR from the state website. Ms. Heiss explained NPWR is built on a federated database system that merges data across participating agencies using a sophisticated matching algorithm. NPWR leaves all private data behind the existing firewalls of each agency and de-identifies all data during the matching process. Using this de-identified and matched data, Ms. Heiss provided some examples of the NPWR dynamic reports for the purposes of better understanding the trends shaping Nevada's education and workforce outcomes.

Chancellor Klaich explained this effort was largely funded through a federal DoED grant and the DoED was very impressed and complimentary over this project.

Chairman Trachok and Regent Melcher thanked Ms. Heiss for her dedication to this project.

The Board recessed at 12:10 p.m. and reconvened at 12:23 p.m. with all members present except Regents Davidson and Lieberman.

26. Approved – Strategic Plan/Critical Objectives, DRI (Agenda Item #23) – The Board approved acceptance and adoption of the DRI Critical Objectives report as the DRI Strategic Five-Year Plan for 2016 through 2020 (*Handbook Title 4, Chapter 14, Section 3*) and acceptance of the report on barriers; requesting DRI and/or the NSHE return to the Board within six months with specific steps for follow-up and policy revisions to address the barriers described (*see Reference BOR-23 on file in the Board office*).

Regent Lieberman entered the meeting.

President Wells said DRI's national ranking is in the top six and seven percentile per the National Science Foundation's National Center on Science and Engineering Statistics. He reviewed DRI's recently completed critical planning process, including the critical objectives report, implementation, barriers, implications and significance. He explained five task force teams were created to address the identified topic areas: research excellence, sustainability, visibility, service to the state and DRI's role in higher education. Each task force developed at least three critical objectives. Seven barriers were identified as areas where structure, procedure or policy changes would facilitate achievement of DRI and NSHE goals.

26. Approved – Strategic Plan/Critical Objectives, DRI (Agenda Item #23) –continued

Ms. Ellen Oppenheim, Senior Vice President for Finance and Administration and Chief Operations Officer, DRI, spoke on the seven identified barriers and the resulting DRI recommendations. The recommendations are: establish a working group to understand library accessibility, costs and purchasing; expand sabbaticals beyond two percent of faculty for DRI research faculty; expand the criteria for research faculty promotion; examine changes that facilitate entering into public private partnerships; create a faculty incentive system to recognize project grant/contract growth performance; expand merit and eliminate furloughs for grant funded research professionals; and allow donations of unused leave to the DRI Foundation.

Regent Stephens moved acceptance and adoption of the DRI Critical Objectives report as part of the DRI Strategic Five-Year Plan for 2016 through 2020 and acceptance of the report on barriers; requesting DRI and/or the NSHE return to the Board within six months with specific steps for follow-up and policy revisions to address the barriers described. Regent Wixom seconded.

Chairman Trachok and Regents Page, Stephens, Leavitt, Hayes and Crear thanked President Wells for the information and for identifying the seven barriers.

Regent Hayes asked for clarification on the motion and requested accessibility to campus Wi-Fi service be made available across the System.

Chairman Trachok clarified the motion was to accept the plan and direct President Wells to come back to the Board or NSHE with specific policy strategies and requests.

Regent Geddes asked about donating unused leave and how a donation of that type affects federal grant management. President Wells explained in the past DRI faculty could donate a portion of their unused leave to the DRI Foundation and endowments have been created that way in the past.

Ms. Oppenheim explained leave donations would not affect grant accounting and said she was not sure what the other institutions are currently doing or want to do regarding leave donation.

Motion carried. Regent Davidson was absent.

27. Information Only – Campus Safety Application for Mobile Devices (Agenda Item #24) – The Board heard a presentation on a campus safety application for mobile devices available to NSHE institutions (*see Reference BOR-24 on file in the Board office*).

President Johnson introduced UNR Police Chief Adam Garcia. Chief Garcia demonstrated the AppArmor mobile campus safety application for the Board. The application should be up and functioning within a couple of weeks. UNR has seven different emergency and safety platforms; however, this is the first one that would be proactive rather than reactive. The platform provides: emergency contacts; UNR campus police information; a safety tool kit including flash light and alarms; location coordinate tracking; personal safety information; reporting information; a UNR campus safety news feed; safe ride information; public safety plans; UNR campus maps; and a framework for a customized application for each of the other NSHE institutions.

Regent Page asked if the other institutions are participating. Chief Garcia explained the other institutions are not participating at this time and would have to pay the vendor a \$2,000 fee for Google, a \$2,000 fee for Apple and an ongoing monthly fee. Regent Page said a discussion should take place with the vendor AppArmor to better negotiate costs for all of the institutions. Chief Garcia offered to speak with AppArmor.

Regent Geddes asked if this is available to faculty and students at no cost. Chief Garcia said yes.

Regents Geddes and Stephens noted the importance of a thorough and effective marketing effort to get the information out to students and faculty. Regent Stephens said because this issue was not previously discussed among the institutions, this provides one illustration why police consolidation may be beneficial.

In general discussion Regents were supportive and appreciative of this application and suggested it be used at all NSHE institutions.

Chairman Trachok requested AppArmor be negotiated with for the use of its safety application by the entire System. Chancellor Klaich said he would meet with Chief Garcia and bring the information back.

28. Approved – Discount Tuition, UNR (Agenda Item #25) – The Board approved a discounted non-resident tuition equal to no less than 200 percent of in-state registration fees to be awarded to first-time freshmen from states participating in the Western Undergraduate Exchange (WUE) Program who have academic core grade point averages of at least 3.0 and a minimum test score of 22 on the American College Testing Assessment (ACT).

President Johnson said NSHE Board policy permits institutions to request tuition discounts in certain circumstances and implement tuition or fee incentives in order to further the goals of the NSHE Master Plan and institutional strategic plans. For WUE students, beginning in the fall of 2016, this change would amount to an approximate \$3,100 increase in fees per semester. The Western Interstate Commission for Higher Education (WICHE) directed UNR to seek Board approval for this change. President Johnson said he anticipates this will decrease the number of WUE students enrolled at

28. Approved – Discount Tuition, UNR (Agenda Item #25) – continued

UNR and that result is acceptable. UNR will continue to have competitive pricing for in-state fees. Approximately 42 percent of the out-of-state graduating students stay in this area and take employment here. This is beneficial to our region's workforce and economy. He explained transfers are not required to have a test score but must have 24 transferable credits with a grade point average of at least 3.25 (*see Reference BOR-25 on file in the Board office*).

Regent Geddes moved approval of the changes to non-resident tuition as presented. Regent Stephens seconded.

Regent Geddes said this is a good solution and it provides for attracting excellent students while addressing the costs.

Regent Hayes reviewed information regarding WUE students. He asked the Board to consider the amount of dollars WUE students are being subsidized by the state of Nevada and examine this policy further.

President Johnson said Regent Hayes raised some good points. This proposal would try to address some of those issues and remove the greater subsidy for out-of-state students.

Regent Page reviewed the information given by Regent Hayes and provided additional figures on WUE student enrollment by state. Regent Page said the WUE discount needs to be addressed on behalf of the tax-payers.

Regent Doubrava reviewed and compared the WUE student enrollment information with the number of WUE students leaving the area after graduation. He said many of the WUE colleges in other states, particularly in California, are not very popular. He asked how many out-of-state students there are at UNR, and of those out-of-state students how many are WUE students. President Johnson said one-third of UNR's freshmen are from out of state. Dr. Shannon Ellis, Vice President for Student Services, UNR, said the vast majority of out-of-state students are WUE students, the vast majority of the WUE students are from California and the vast majority of those California students are from areas in California in close proximity to UNR. About 20 to 23 percent of the overall student population at UNR is not from Nevada. Dr. Steve Maples, Director of Admissions, UNR, said UNR's freshman class included 890 WUE students and 361 full-pay, out-of-state students.

Regent Doubrava said some states cap their WUE students and some encourage WUE students and wanted the Board to think strategically about this issue. He also asked if WUE students are eligible for student housing allowances, and if so, how that would affect long term bonding for student housing.

Dr. Maples said WUE students are not eligible for housing grants.

Regent Lieberman said he agreed with Regent Geddes and would support this motion

28. Approved – Discount Tuition, UNR (Agenda Item #25) – continued

with the understanding this issue may need to be examined more holistically in the future.

Regent Geddes said at this time the System does not have thresholds or proportionality parameters for WUE student enrollment. He encouraged taking this first step and passing the proposal today. The Board can then undertake a comprehensive examination of the WUE program.

Regent Hayes said in a two-year period WUE enrollment jumped from 2,900 to 4,200 students statewide and said the System is selling a product for less than it costs. The System needs to examine full-pay out-of-state tuition also. He said he could not support this item without examining it further.

Vice Chairman Wixom said there have been a number of different issues raised during this discussion. This proposal addresses a piece of the overall issue. The Board should place a more global discussion on a future agenda. This is a first step in the right direction and he supports moving this item forward today.

Regent Page suggested the Board vote in favor of this today and then re-examine the program and standards. This may not be a System-wide issue, it may be institution specific.

Regent Anderson asked if the proposed discounted non-resident tuition, equal to no less than 200 percent of in-state registration fees, would be enough to recoup costs. President Johnson said yes.

Regent Doubrava said the future workforce the System wants to capture is those students already living in Nevada.

Motion carried. Regent Hayes voted no. Regent Davidson was absent.

29. Approved – Committee Reports (Agenda Item #28-34) –The Board approved Committee Reports (Agenda Items #28-#34).

Regent Page noted he would not be voting on item #32. The Board first considered the following Committee Reports: ad hoc Athletics; Academic, Research and Student Affairs; Audit; Cultural Diversity; Business and Finance; and Health Sciences System (Agenda Items #28-#31, #33 and #34). The Board then considered the Investment and Facilities Committee report (Agenda Items #32).

Regent Lieberman moved approval of the following committee reports and recommendations: ad hoc Athletics; Academic, Research and Student Affairs; Audit; Cultural Diversity; Business and Finance; and Health Sciences System. Regent Page seconded.

29. Approved - Committee Reports (Agenda Item #28-34) – continued

The Committee Chairs provided highlights from each of their respective committee meetings.

30. Approved – ad hoc Committee on Athletics (Agenda Item #28) – The Board accepted the Committee report and approved the recommendations. Co-Chair Jason Geddes reported the ad hoc Committee on Athletics met on September 8, 2015, and heard the following:

Information Items

The Committee heard presentations and held discussions on the following “information only” items:

- Vice Chancellor for Legal Affairs Brooke Nielsen and System Counsel Nicholas Vaskov provided a summary of current litigation involving the NCAA and collegiate athletics.
- The Committee had a discussion about Board policies and practices related to the hiring of athletics coaches and athletics directors. Topics included the use of standardized contract templates, institutional approaches to negotiating coach and athletics director contracts, the proper role of the Board in the hiring process, the use of professional search consultants, and the possible use of outside counsel.
- The Committee discussed how Title IX of the United States Education Amendments of 1972 impacts proposals to implement full cost of attendance athletics scholarships authorized under NCAA Proposal No. 2014-13 and heard reports from UNR and UNLV on their current plans for implementing full cost of attendance scholarships.
- The Committee had a discussion about sportsmanship and how to foster sportsmanship among athletes, coaching staffs, and fans at athletics events. The discussion focused on messaging to reinforce the importance of sportsmanship at NSHE rivalry games.
- Chair Geddes invited Committee members to suggest topics for the Committee to discuss in the coming year. Topics suggested included
 - Discussion, review and possible approval of coach and athletic director contract templates including negating guidelines.
 - Discussion and review of institution athletic department revenue and expenses reports in a disaggregated form including a detailed four year history of revenue streams and expenses and four year revenue and expense projections.
 - Process for institution athletic conference alignment and realignment.
 - Discussion and review of institution athletic department scheduling philosophy.

Action Items

Board action was requested to approve the following recommendations for approval of the ad hoc Committee on Athletics:

- Approval, with minor revisions, of the Committee “charge” outlining the purpose and goals of the Committee including oversight of annual athletics reports, budgets, and capital improvement plans for athletic facilities (*see Reference COA-3 on file in the Board office*).
- Approval of the annual institution intercollegiate athletic reports for CSN, WNC, UNLV and UNR required by Title 4, Chapter 24, Section 1(9) of the *Handbook*

30. Approved - ad hoc Committee on Athletics (Agenda Item #28) – continued

including key information such as budgets, mission statements, graduation rates, scholarship information, and athletic capital expenditures (*see References COA-4a, COA-4b, COA-4c and COA-4d on file in the Board office*).

- Approval of a revision to Title 4, Chapter 24, Section 1 of the *Handbook* reconciling conflicting provisions regarding Board approval of the contracts for head coaches of football and men's and women's basketball when the term exceeds 36 months or if the contract exceeds \$1,200,000 in value (*see Reference COA-6 on file in the Board office*).
- Approval for the Chancellor to prepare a proposal with recommendations for how best to conduct or commission a study of the UNLV and UNR intercollegiate athletic programs to determine at what level each university is able to compete without additional state, student and university subsidies, including options for conference alignment.

31. Approved – Academic, Research and Student Affairs Committee (Agenda Item #29) – The Board accepted the report and approved the Committee recommendations. Committee Chair Jason Geddes reported the Academic, Research and Student Affairs Committee met on September 10, 2015, and heard the following:

Information Items

- Vice Chancellor Crystal Abba presented for information only a revision to Board policy concerning standards for recommending appointment with tenure to add research and entrepreneurial activity to these standards (NSHE Code Title 2, Chapter 3, Section 3.4.2). This policy revision will be presented for action at the Board of Regents' December 3-4, 2015, meeting.
- Ross Bryant, Director of the UNLV Office of Veteran Services; Christopher Brown, CSN Director of Veteran's Education and Transition Services; and student veterans presented information on behalf of all institutions concerning resources for the growing number of student veterans attending NSHE institutions, including the value and availability of financial assistance, counseling, and guidance on degree options and completion.
- UNR President Marc Johnson, DRI President Stephen Wells, and UNLV Senior Vice Provost Carl Reiber presented a report on efforts between the three research institutions to collaborate and support their institutions' respective research missions. The presentation included an update on recent task force efforts, including work relating to increase the number of research faculty and appropriate compensation; targeting new interdisciplinary areas for the institutions to work together; and identifying policies, including at the department level, that may impede any of these efforts.
- Lori Brazfield, Director of the NSHE Sponsored Programs Office, reported on best practices of the UNLV, UNR and DRI Sponsored Programs Offices in administering grants and contracts pre-award to post-award. Director Brazfield also presented the 2013-14 NSHE Sponsored Funding Annual Report that includes include information on sponsored program awards and expenditures for all NSHE institutions.

Action Items

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

31. Approved - Academic, Research and Student Affairs Committee (Agenda Item #29) – continued

- The minutes of the June 11, 2015, meeting of the Academic, Research and Student Affairs Committee (*see Reference ARSA-2a on file in the Board office*).
- A new organizational unit called the Center for Gaming Innovation at UNLV to be housed within the UNLV International Gaming Institute (*see Reference ARSA-2b on file in the Board office*).
- A new organizational unit called the Center for Biobehavioral Interdisciplinary Science at UNLV to facilitate collaborative interdisciplinary research related to chronic diseases; promote team science; and enhance research skills and opportunities to develop, implement and disseminate research (*see Reference ARSA-2c on file in the Board office*).
- A new organizational unit for the School of Medicine Departments at UNLV. The departments, as amended, include the following: Anesthesiology; Cardiothoracic Surgery; Cardiovascular Disease; Emergency Medicine; Genetics and Genomics; Family Medicine; Internal Medicine; Mental Health, Addiction, and Psychiatry; Neuroscience and Neurology; Neurosurgery; Obstetrics and Gynecology; Oncology; Ophthalmology; Orthopedic Surgery; Otolaryngology and Head and Neck Surgery; Pathology and Laboratory Medicine; Pediatrics; Plastic Surgery; Radiation Oncology; Radiology; Rehabilitation Medicine; Surgery; Urology; and Geriatrics and Gerontology (*see Reference ARSA-3 on file in the Board office*).
- A new Master of Healthcare Interior Design at UNLV that responds to significant regional and national shortages of design professionals with neuroscience-informed, evidence based and data-driven design education (*see Reference ARSA-4 on file in the Board office*).
- A degree change for the Post-Baccalaureate Doctor of Nursing Practice (DNP) Program at UNR and UNLV to phase out the current collaborative Post-Master's DNP program and continue independent state-supported post-baccalaureate DNP programs at the UNLV School of Nursing and the UNR Orvis School of Nursing (*see Reference ARSA-5 on file in the Board office*).
- A new Bachelor of Arts in English at GBC to provide students with skills and expertise in critical analysis, composition and literary studies required for a variety of careers and post-graduate degree programs (*see Reference ARSA-6 on file in the Board office*).
- A new Bachelor of Science in Biological Sciences at GBC designed to accept transfer directly from completed Associate of Science or Associate of Arts degrees containing appropriate lower division program requirements (*see Reference ARSA-7 on file in the Board office*).
- A revision to Board policy concerning institutional withdrawal of students under the State Authorization Reciprocity Agreement (SARA) to specify institutional requirements under SARA to abide by the standards established by the National Council for SARA and to administratively withdraw students in certain circumstances to ensure compliance with these standards (*Title 4, Chapter 14, Section 27*) (*see Reference ARSA-2d on file in the Board office*).
- A revision to the *NSHE Procedures and Guidelines Manual* concerning export control and economic sanctions to ensure compliance with federal export control and economic sanctions regulations that protect national security, foreign policy and economic interests of the United States (*NSHE Procedures and Guidelines Manual, new Chapter 16*) (*see Reference ARSA-9 on file in the Board office*).

31. Approved - Academic, Research and Student Affairs Committee (Agenda Item #29) – continued

Mr. Wasserman clarified the Committee had its first reading of a revision to Board policy concerning standards for recommending appointment with tenure (*Title 2, Chapter 3, Section 3.4.2*). Specifically, the revised policy adds research and entrepreneurial activity to the standards that must be considered for academic faculty being recommended for appointment with tenure.

32. Approved – Audit Committee (Agenda Item #31) – The Board accepted the report and approved the Committee recommendations. Committee Chair Allison Stephens reported the Audit Committee met on September 10, 2015, and heard the following:

Information Items

- The Committee reviewed a status update of the UNLV Information Technology Master Plan and requested an update on the benchmarks involved in the plan at the next meeting.

Action Items:

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

- The minutes of the June 11, 2015, meeting of the Audit Committee.
- The following Internal Audit Follow-Up Reports:
 - Nevada Terawatt Facility, UNR (*see Reference A-2b on file in the Board office*).
 - KUNV Radio Station, UNLV (*see Reference A-2c on file in the Board office*).
 - Student Health Center, UNLV (*see Reference A-2d on file in the Board office*).
 - Office of Admissions, UNLV (*see Reference A-2e on file in the Board office*).
 - Admissions and Records, TMCC (*see Reference A-2f on file in the Board office*).
- The following Internal Audit Reports:
 - Cashier's Office, UNR (*see Reference A-3 on file in the Board office*).
 - Bookstore Contract, WNC (*see Reference A-4 on file in the Board office*).
- The Audit Exception Report for the period ended June 30, 2015 (*see Reference A-5 on file in the Board office*).
- The Internal Audit Department Work Plan for the year ending June 30, 2016 (*see Reference A-6 on file in the Board office*).
- The Internal Audit Department Quality Assurance Review for the five year period ended December 31, 2014 (*see Reference A-7 on file in the Board office*).
- A revision to the *Board of Regents Handbook*, Title 4, Chapter 9, Section A.9, which requires institutions to develop expedited processes for the amendment or creation of institutional policy in response to audit findings, including expedited consultation with the faculty senate (*see Reference A-9 on file in the Board office*).
- The acceptance of information provided regarding the United States Department of Education's follow-up to the A-133 Single Audit Report for the year ending June 30, 2014, involving a request for additional student financial aid data from UNR, WNC and NSC (*see Reference A-10 on file in the Board office*).

33. Approved – Cultural Diversity Committee (Agenda Item #33) – The Board accepted the report and approved the Committee recommendations. Committee Chair Cedric Crear reported the Cultural Diversity Committee met on September 11, 2015, and heard the following:

33. Approved - Cultural Diversity Committee (Agenda Item #33)– continued

Information Items

- Chair Crear provided general remarks and updated Committee members regarding cultural diversity planning efforts and initiatives including, but not limited to, the 4th Annual Southern Nevada Diversity Summit, the progress of the NSHE Strategic Diversity Master Plan, and the introduction of Patricia Richard as the new interim Chief Diversity Officer, UNR.
- Dr. Constance Brooks, Vice Chancellor for Government and Community Affairs, provided a proposed amendment to the NSHE *Handbook* Title 1, Article VI, Section 3 to revise the Cultural Diversity Committee charge. The amendment specifically states the issues that the Committee would study and recommend policies on, in an effort to promote cultural and ethnic diversity, including “socio-economic, historical, cultural, capability, identity, gender, expression, linguistic and intellectual differences and similarities, throughout the System in order to ensure access and equity for all students, staff and faculty.” The proposed Bylaw amendment was read for the first time and presented as informational only. Final approval of the Bylaw revision can be requested at the December Board meeting.
- Dr. Rachel Solemsaas, Vice President for Finance and Administrative Services, TMCC, and Dr. Robert Teranishi, Professor, UCLA, reported on educational findings regarding Asian Americans and Pacific Islanders in Nevada. The report outlined achievement gaps between South Asians, East Asians, Native Hawaiians, Pacific Islanders and Southeast Asians. The presentation hopes to bring awareness and understanding for the need to disaggregate data within these student populations. Lastly, the presentation overviewed funding opportunities for Asian American Native American Pacific Islanders Serving Institutions (AANAPISI) under Title III.
- Maria Marinch, Executive Director of Community Relations, Diversity and Multicultural Affairs, CSN, reported on the ongoing process of building awareness, knowledge and skills through cultural competency training. CSN cultural competency training efforts include, but are not limited to, diversity days, safe zones, and CSN’s All-Access Committee. CSN is currently in the process of bringing forth Inclusive Excellence Training which will allow trainees to receive instruction on topics of interest and receive certificates of completion.
- Dr. Edith Fernandez, Associate Vice President of Community Engagement and Diversity Initiatives, NSC, and, southern chair of the Equity, Diversity and Inclusion Council (EDIC), reported on the recent work of the Council. The report included an update on the progress of Diversity at a Glance, system-wide climate survey, and the naming of Asian American Pacific Islanders (AAPI) as EDIC’s focus group for the next three to six months.
- Dr. Edith Fernandez overviewed the planning efforts for the 2015 Southern Nevada Diversity Summit. The update included an overview of the pre-summit’s film screening of *No Greater Odds*, a keynote address from Dr. Gina Nunez-Mchiri from the University of Texas El-Paso, who will present Pathways for Success for Latinas in STEM fields, and a highlight of panel discussion topics.

Action Items

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

33. Approved - Cultural Diversity Committee (Agenda Item #33) – continued

- The minutes of the June 12, 2015, meeting of the Cultural Diversity Committee (*see Reference CD-2 on file in the Board office*).

34. Approved-Business and Finance Committee (Agenda Item #30) – The Board accepted the report and approved the Committee recommendations. Committee Chair Kevin J. Page reported the Business and Finance Committee met on September 10, 2015, and heard the following:

Information Items

The Committee met on September 10, 2015, and heard the following reports:

- Fiscal Exceptions of NSHE self-supporting budgets experiencing negative cash balances for the fourth quarter of Fiscal Year 2014-15.
- University of Nevada School of Medicine Faculty Practice Plan's current cash flow issues and future plans.
- Fundraising efforts for the UNLV Hotel College academic building.

Action Items:

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

- The Committee recommended approval of the Fiscal Year 2015-2016 NSHE Self-Supporting Budget (*see References BF-3a and BF-3b on file in the Board office*).
- The Committee recommended approval of the 2015-2016 NSHE State Supported Operating Budget (*see References BF-4a and BF-4b on file in the Board office*).
- The Committee recommended approval to request Interim Finance Committee approval to transfer funds from the Performance Funding Pool account from Fiscal Year 2015 to the NSHE formula budgets of Great Basin College and Truckee Meadows Community College in Fiscal Year 2016 pursuant to Assembly Bill 507 (Chapter 446, *Statutes of Nevada 2013*) (*see Reference BF-6 on file in the Board office*).
- The Committee recommended approval to proceed with a proposed funding plan for a new UNR residence hall project based upon a combination of institutional reserves and the issuance of NSHE tax-advantaged certificates of participation debt securities and of a Resolution that would permit the University to be reimbursed, for certain “up-front” construction related expenses associated with the project, from the proceeds of the certificates of participation (*see Reference BF-7 on file in the Board office*).
- The Committee recommended approval to request Interim Finance Committee approval for the allocation of General Funds to the NSHE for funding start-up costs related to development of a medical school at UNLV and to expand public undergraduate and graduate medical education at the University of Nevada School of Medicine (*see Reference BF-8 on file in the Board office*).
- The Committee recommended approval of the following Consent Agenda items:
 - Request was made for approval of the minutes from the June 11, 2015, Business & Finance Committee meeting (*see Reference BF-2a on file in the Board office*).
 - Transfers of State Supported or Self-Supported Operating Budget funds between functions for the fourth quarter of Fiscal Year 2014-2015 (*see References BF-2b1 and BF-2b2 on file in the Board office*).

34. Approved - Business and Finance Committee (Agenda Item #30) – continued

- Transfers of expenditures from non-state budgets to state funds after May 1, 2015, for Fiscal Year 2014-2015 (see References BF-2c1 and BF-2c2 on file in the Board office).
- Summary of Board of Regents approved university revenue bonds issued in Fiscal Year 2014-15 for UNR and UNLV (see Reference BF-2d on file in the Board office).

35. Approved – Health Sciences System Committee (Agenda Item #34) – The Board accepted the Committee report and approved the recommendations. Committee Chair James Dean Leavitt reported the Health Sciences System Committee met on September 11, 2015, and heard the following:

Information Items

The Committee heard the following reports:

- Items 3 and 4: The Chair's report and the historical overview by Chair Leavitt were deferred to the December meeting.
- Items 5 and 8: Dean Atkinson provided a general overview of the UNLV School of Medicine's budget. Vice Chancellor Redding, and Deans Schwenk and Atkinson provided an overview of the proposed budget summaries prepared for the upcoming Interim Finance Committee (IFC). Regular updates will be provided to the Regents, the Governor and the IFC throughout the biennium.
- Item 6: President Jessup provided an overview of the search process for the Dean of the UNLV School of Medicine. Regents asked for clarification on the process and asked for better communication in the future. President Jessup conveyed to the Regents the positive feedback received on Dean Atkinson's performance and the importance of leadership consistency and stability as planning proceeds through the accreditation process.
- Item 7: Dean Atkinson provided an overview of all staff members hired to work for the UNLV School of Medicine since its inception, including the Dean's position. Questions were asked regarding the search processes used, and the use of search waivers. Dean Atkinson explained her hiring strategy, and the dynamics of bringing on the initial staff to maintain the timeline for accreditation and keeping on track to accept the first class in 2017.
- Item 9: Dean Atkinson provided an overview of the use of "UNLV Medicine" in branding materials. She confirmed that the UNLV School of Medicine is the official name of the school. They will engage branding experts to identify potential branding opportunities in the future. Committee members expressed the importance of establishing the official name in the community and expressed a desire for greater communication with the Board on branding decisions.
- Item 10: Dean Schwenk provided an overview of the use of the name "University of Nevada School of Medicine" in branding materials. He explained that UNSOM is initiating a comprehensive branding exercise and will be hiring experts to conduct this analysis. The Committee discussed the potential of the shift in naming from UNSOM to UNR School of Medicine, and Dean Schwenk explained that the question of name shifts should be done thoughtfully and with research, data, and stakeholder input.
- Item 11: President Jessup and Dean Atkinson provided an overview of the UNLV School of Medicine's fundraising totals since its inception. They provided details on the fundraising related to scholarships and the orthopedic residency program.

35. Approved - Health Sciences System Committee (Agenda Item #34) – continued

- They also provided details on future fundraising donor prospect strategy to support operations and facility development.
- Item 12: Dean Schwenk and Dr. Bruce A. Mack provided an overview of UNSOM's fundraising efforts to date. They provided details on four donations over \$1million. They also provided information regarding their future donor prospect planning efforts.
 - Item 13: Dean Atkinson provided an overview of the July 15, 2015, "Report of the Academic Advisory Council of Merritt Hawkins to the Planning Dean and Leadership of the University of Nevada Las Vegas School of Medicine." Questions were raised regarding the selection of stakeholders who were interviewed and the scope of historical data provided to the consultants. Requests were made to involve the Regents, other State leaders, and include more diverse perspectives in such processes in the future.
 - Item 14: Dean Atkinson provided an update on UNLV School of Medicine activities and initiatives. This overview included an update on the accreditation timeline, new faculty hires, the scholarship fundraising and the application for two grants. She also provided an overview of the work that Price Waterhouse Coopers is doing to support accreditation and clinical activities.
 - Item 15: Dean Schwenk provided an update on UNSOM activities and initiatives, which included information on efforts to reform the curriculum, efforts to develop clinical teaching capacity in Reno, the partnership development with Renown, a partnership with a private pathology laboratory, the rebranding efforts, and their preparation for the upcoming LCME accreditation cycle.
 - Item 16: Deans Schwenk and Atkinson provided an update on their efforts to manage and coordinate expansion of public medical education and related transition planning, including an overview of projected timeframes for reaching key program development milestones. The committee applauded the dean's collaborative planning efforts and asked that they keep the Committee informed on these transition plans as they progress.
 - Item 17: The Graduate Medical Education (GME) update was deferred to the December meeting.
 - Item 18: Dean Atkinson and Mr. Bomotti provided an overview on the UNLV School of Medicine's short- and long-term facilities planning efforts. This overview also included an update on the Memorandum of Understanding (MOU) with Clark County regarding UNLV's potential use the Clark County-owned land located at the southeast corner of Shadow Lane and Pinto Lane in Las Vegas. They plan to bring an update regarding both items to the December Regents meeting.
 - Item 19: Regent Melcher requested an item on the Health Sciences Committee's December meeting agenda to discuss issues related to the provision of care in rural Nevada. Regent Geddes requested that both Deans include an update on branding activities as part of their regular committee updates.

Action Items

Board action was requested to approve the following recommendations for approval of the Health Sciences System Committee.

35. Approved - Health Sciences System Committee (Agenda Item #34) – continued

- The Committee recommended approval of the minutes from the June 12, 2015, Health Sciences System Committee meeting (*see Reference HSS-2 on file in the Board office*).

Motion carried. Regent Davidson was absent.

36. Approved – Investment and Facilities Committee (Agenda Item #32) – The Board accepted the report and approved the Committee recommendations.

Regent Leavitt moved approval of the Investment and Facilities Committee report and recommendations. Regent Geddes seconded.

Committee Chair Kevin C. Melcher reported the Investment and Facilities Committee met on September 10, 2015, and heard the following:

Information Items

- UNLV President Len Jessup provided an update involving activities associated with the UNLV Foundation's purchase and sale agreement for the 42 acre parcel near Tropicana Avenue and Koval Lane.
- Alternate investment management models for endowment and/or operating pool investments. Vic Redding, Vice Chancellor for Finance and Administration updated the Committee on the results of the search for a consultant to help the committee evaluate this option and potentially select an Outsourced Chief Investment Officer firm. NSHE is in the process of contracting with Your Second Opinion, LLC of Las Vegas to conduct an analysis of current NSHE policy, industry standards for utilizing an OCIO and what type of investment strategies would be the best fit for the System. Upon completion of this phase, a workshop/forum is proposed to be held at the Special Board meeting on October 23. Phase II of the contract, if undertaken, will assist System staff in conducting an RFP. Each phase of the work is \$5,000 plus travel and expenses.

Action Items

Board action was requested to approve the following recommendations for approval of the Investment and Facilities Committee.

- Consent Items:
 - The Committee recommended approval of the minutes from the June 11, 2015, Investment and Facilities Committee meeting (*see Reference IF-2a on file in the Board office*).
 - Resolution and approval for sale of real property at 5763 West Oakey Boulevard, Las Vegas, NV - UNR. The Committee recommended approval to sell the real property located at 5763 W. Oakey Blvd., Las Vegas, Nevada for the amount of \$410,000 (*see Reference IF-2b on file in the Board office*).
 - Consent to assignment for Marigold Lane lease – UNR. The Committee recommended approval of the Consent to Assignment to Canadian Imperial Bank

36. Approved - Investment and Facilities Committee (Agenda Item #32) – continued

of Commerce in connection with a security interest in Marigold Mining Company's lease with the University (*see Reference IF-2c on file in the Board office*).

- University of Nevada School of Medicine Lease at 1524 Pinto Lane, Las Vegas, NV – UNR. The Committee recommended approval to lease approximately 19,279 square feet within 1524 Pinto Lane, Las Vegas, NV, in order to consolidate all UNSOM southern Nevada pediatric services into one location (*see Reference IF-2d on file in the Board office*).
- Staff from Cambridge Associates presented a report on asset allocation and investment returns for the pooled Endowment and pooled Operating Funds for the quarter ended June 30, 2015. Jamie Hullman, Director of Finance reported on the activities and the current balance of the Reserve Account of the Operating Pool Fund which was a positive \$9.32 million as of close of business on Wednesday, September 9, 2015.

The following items were recommended for approval by the Committee in conjunction with this item:

1. \$5 million re-up commitment for the endowment fund in HarbourVest Partners' Dover Street IX, subject to completion of the final due diligence process and final recommendation by Cambridge and Associates (expected by September 21) and notification to the Investment and Facilities Committee Chair once the final due diligence process has been completed.
 2. Rebalancing and distribution recommendations as follows:
 - a. Endowment:
 - i. \$2.2 million quarterly distribution from the portfolio to campuses for the quarter ending September 30, 2015.
 - ii. Cash for the above sourced as follows:
 1. \$2.1 million partial redemption from Vanguard Institutional Index.
 2. \$0.1 million from current cash.
 - b. Operating Fund:
 - i. \$10 million partial redemption from Vanguard Institutional Index to bring Short Term Bonds and Cash.
- Status of Capital Improvement Projects and Approval of New Projects - UNR. The Committee recommended approval, in concept, for a new College of Business Building located at the Campus Gateway adjacent to the south end of the campus along 8th Street and a 2019 Residence Hall on Artemesia Way. The Committee also recommended approval for the expenditure of approximately \$700,000 in institutional funds for planning and design, artist renderings and other marketing collateral for the 2019 residence hall concept and the new business building concept. The project plan will be brought back for final approval at a future date (*see Reference IF-4 on file in the Board office*).
 - New Residence Hall Project – UNR. The Committee recommended approval to proceed with the proposed project to develop a new student residence hall on the site of the existing White Pine Hall on North Virginia Street (*see Reference IF-5 on file in the Board office*).
 - Purchase of Real Property at 4290 South Maryland Parkway – UNLV. The Committee recommended approval of the purchase of the property located at 4290

36. Approved - Investment and Facilities Committee (Agenda Item #32) – continued

South Maryland Parkway and authorizes the Chancellor to finalize, approve, and execute the purchase documents (*see Reference IF-7 on file in the Board office*).

- University Park Apartments Project – Student Housing Management Proposal – UNLV. The Committee recommended approval to contract with Asset Campus Housing for the management of the phase 1 redevelopment of the University Park Apartments (*see Reference IF-8 on file in the Board office*).
- Month-to-month lease extension for the Environmental Protection Agency (EPA) at the Maryland Campus – UNLV. The Committee recommended approval for the Environmental Protection Agency (EPA) to continue to occupy the premises on a month-to-month lease extension under the terms and conditions of the current lease, which expires on September 30, 2015, and allow the parties to continue negotiations on an updated lease to be presented to the Board at the December meeting (*see Reference IF-9 on file in the Board office*).

Motion carried. Regent Page abstained. Regent Davidson was absent.

37. Information Only – Handbook Revisions, Board of Regents Committee Charges (Agenda Item #36) – The Board was provided information on revisions to the Committee charges. Mr. Wasserman explained this is the first reading of the proposed changes and the changes would come back to the Board in December for approval. The Board officers are recommending these changes for purposes of effectiveness and efficiency.

- Business and Finance Committee and Investment and Facilities Committee - Proposed amendment to *Handbook* Title 1, Article VI, Section 3 revising the charge for the Business and Finance Committee and the Investment and Facilities Committee (*see Reference BOR-36a on file in the Board office*).

Mr. Wasserman explained the facilities portion of the Investment and Facilities Committee would be moved into the Business and Finance Committee. This would allow the more efficient review of projects. Currently projects must be heard in the Investment and Facilities Committee to be approved and then go forward to the Business and Finance Committee and heard again for financing approvals. The proposed change would allow the process to take place in one committee, the Business, Finance and Facilities Committee.

- Cultural Diversity Committee - Proposed amendment to *Handbook* Title 1, Article VI, Section 3 revising the charge of the renamed Cultural Diversity and Title IX Compliance Committee to include Title IX compliance issues. (*See Reference BOR-36b*)

Mr. Wasserman explained this adds Title IV compliance and initiatives to the Cultural Diversity Committee, renaming it the Cultural Diversity and Title IX Compliance Committee. If the items are approved in December the amendments can both be codified as the changes do not conflict with each other.

38. Approved – Code and Handbook Revisions, Alignment of NSHE Policy with the Violence Against Women Act and Other Federal Requirements (Agenda Item #37) – The Board approved the following Code and Handbook Revisions (see Reference BOR-37a on file in the Board office):
- Title 4, Chapter 8, Section 13 – Policy Against Discrimination and Sexual Harassment; Complaint Procedure (see Reference BOR-37b on file in the Board office);
 - Title 2, Chapter 6 – Rules and Disciplinary Procedures for Faculty Except DRI, and Degree Revocation (see Reference BOR-37c on file in the Board office);
 - Title 2, Chapter 8 – Rules and Disciplinary Procedures for Members of the Desert Research Institute (see Reference BOR-37d on file in the Board office); and
 - Title 2, Chapter 10 – Rules of Conduct and Procedures for Students of the Nevada System of Higher Education (see Reference BOR-37e on file in the Board office) recommended through the Title IX Task Force to align Board policy and Code with the federal Violence Against Women Act Amendments, implementing regulations that became effective July 1, 2015, and federal guidance.

Regent Leavitt left the meeting.

Regent Geddes moved approval of the Code and Handbook Revisions as presented, including the correction to the reference in Title 2, Ch.10.1.1, as staff noted. Regent Page seconded.

Vice Chancellor Nielsen explained the proposed revisions were recommended through the Title IX Task Force to align Board policy and Code with the federal Violence Against Women Act amendments, implementing federal regulations that became effective July 1, 2015. She thanked the many staff, groups and individuals who were involved with this project (see Reference BOR-37a on file in the Board office). The proposed changes include amendments to four separate chapters of Board policy. The changes: are consistent with the current Board policy and clarify Title IV's applicability to every aspect of the education system; clarify and add definitions of sexual assault, domestic violence, dating violence, stalking, coercion and consent to policies against sexual harassment; amend disciplinary procedures to provide prompt, fair and impartial processes; provide for the equitable treatment of complainants and respondents under the investigation and disciplinary process; adopt institutional policies to address and prevent campus sexual violence; provide appropriate training to employees and students which must include safe and positive options for bystander intervention; specify training must include how to investigate and conduct hearings to promote accountability and protect the safety of victims; adopt policy to notify victims regarding their rights to seek assistance from law enforcement and campus authorities; provide for confidential and anonymous reporting of sexual harassment and sexual violence, subject to the institution's overarching duty to keep the campus safe; provide for interim and permanent protective measures to stop the misconduct and prevent its reoccurrence; and promote the visibility and authority of the Title IX Coordinators.

Vice Chancellor Nielsen noted a correction to Title 2, Ch.10.1.1; the reference to 10.2.1(y) should read 10.4.12.

38. Approved – Code and Handbook Revisions, Alignment of NSHE Policy with the Violence Against Women Act and Other Federal Requirements (Agenda Item #37) – continued

Regent Stephens noted Reference 37.b, Section 3, and said she was concerned non-NSHE individuals are not addressed clearly or broadly enough. Vice Chancellor Nielsen said the task force discussed this and said additional work may need to be done with the institutions to further refine policy regarding non-NSHE employees such as vendors.

Motion carried. Regents Davidson and Leavitt were absent.

39. Information Only – Code Revision, Sharing of Personnel, Payroll and Confidential Information Between NSHE Institutions and Units (Agenda Item #38) – The Board considered proposed amendments to the Code, Title 2, Chapter 5, Section 5.6, new subsection 5.6.2.d (see Reference BOR-38 on file in the Board office).

Vice Chancellor Nielsen explained these changes clarify the System is one company and the Board of Regents is the employer of all employees at all NSHE institutions. The proposed amendments would allow NSHE institutions to freely share personnel, payroll and confidential information, including disciplinary actions or outcomes of a sexual harassment investigation regarding current or former employees who submit employment applications or are seeking to work as independent contractors. The provision providing a current or former employee the opportunity to respond if the information received provides cause for denial of employment may be reexamined. This item is presented for information only and will be presented for action at the Board of Regents' December 3-4, 2015, meeting.

Chairman Trachok said although the NSHE is a single entity, each of the nine institutions has attorneys, and this may cause difficulty in the sharing of information; however, the Board of Regents is ultimately responsible.

40. Information Only – Code Revision, Transfer of Administrators (Agenda Item #39) – The Board considered proposed amendments to the Code, Title 2, Chapter 5, new Section 5.4.9.b concerning transfer of administrators (see Reference BOR-39 on file in the Board office).

Vice Chancellor Nielsen explained the proposed amendments would allow the Board of Regents to approve the transfer of administrators, with some limitations, between NSHE institutions and units upon the recommendation of the Chancellor. In going through the college collaborative effort and looking at the sharing of services the current Code makes it difficult to realign or move employees to improve efficiency and effectiveness. "Administrator" is defined in the Code as all NSHE administrative faculty employed in executive, supervisory or support positions. The proposed transfer must meet several defined requirements as outlined in the suggested policy. This item is presented for information only and will be presented for action at the Board of Regents' December 3-4, 2015, meeting.

Vice Chancellor Nielsen said the Faculty Senate Chairs voiced several concerns earlier that morning, including: the need for a more detailed consultation process with the

40. Information Only – Code Revision, Transfer of Administrators (Agenda Item #39) – continued

presidents; the types of administrators that may be transferred; and the possible impacts to the institutions. The Faculty Senate will be providing its concerns in writing and Vice Chancellor Nielsen said she will work with the Faculty Senate and the Chancellor to make potential refinements to the proposed language.

Chancellor Klaich said policy changes need to be addressed in order to make shared services possible. The concerns will be reviewed and reasonable standards will be brought back to the Board for consideration.

Regent Lieberman said he understands the Faculty Senate's concerns. Policy needs to be added to enable the possible changes to administrators on a case by case basis.

Regent Doubrava asked the Chancellor for a hypothetical example and said he is concerned the proposed policy is too broad. Chancellor Klaich said the transfer of an administrator could occur, for example, to support the consolidation of police or information technology services and noted Regent Doubrava's concerns.

Regent Anderson said she thought the policy could be very useful as it could replace the need to fire and then rehire an employee.

Regent Stephens said she supports the concept and asked Vice Chancellor Nielsen about possible legal ramifications if the proposed changes remain this broad. Vice Chancellor Nielsen noted Regent Stephens' concern and said it would be addressed.

41. Information Only – Code Revision, Shortened Notice of Termination for Administrative Faculty Hired after December 15, 2015, Except DRI (Agenda Item #40) – The Board considered a proposed amendment to the Code, Title 2, Chapter 5, new Section 5.9.6 to provide for shortened notices of termination for administrative faculty hired after December 15, 2015.

Vice Chancellor Nielsen explained the changes came at the request of the presidents. The current notice periods are lengthy and are rather cost prohibitive. The notice periods were shortened by the Board in March of 2005. The proposed notice periods would only affect administrative employees hired after December 15, 2015, and shorten notice to 30 calendar days in the first two years of service and 45 calendar days thereafter. The proposed amendment does not apply to DRI. This item is presented for information only and will be presented for action at the Board of Regents' December 3-4, 2015, meeting (see Reference BOR-40 on file in the Board office).

Regents Geddes and Anderson said they did not support the policy as presented because much of the hiring takes place on the academic calendar and noticing periods have already been reduced. Regent Geddes said the noticing periods could be shortened but not by this much. He mentioned whistleblowing as a possible example of an employee not being protected under such a reduced noticing period.

41. Information Only – Code Revision, Shortened Notice of Termination for Administrative Faculty Hired after December 15, 2015, Except DRI (Agenda Item #40) – continued

Chairman Trachok said whistleblowing would be protected. Regent Geddes said only if the whistleblowing was listed as cause; if no cause was listed, whistleblowing would not be protected.

Regent Hayes and Crear said they would support the policy as proposed. Regent Hayes said Nevada is a right-to-work state. The tax payer should not be paying an underperforming employee. Regent Crear asked, with the exception of entire line items being cut, if cause would need to be provided. Vice Chancellor Nielsen said yes. Regent Crear said four weeks of severance after a year of employment is very fair; however, academia is different than the rest of the world. He asked Vice Chancellor Nielsen if staff discovered the majority of institutions offer lengthier noticing periods, could these recommendations be changed and still be brought back to the December Board meeting for approval. Vice Chancellor Nielsen said yes.

Regent Geddes said dismissal could happen after just one negative review and would not have to follow a progressive process; there are employees who have not received a review in many years. This policy would remove another benefit that other institutions offer.

Regent Page asked if reviews must be done annually and if anything happens to a supervisor if they do not fulfill this requirement. Vice Chancellor Nielsen said under Board policy reviews are to be conducted annually; however, if a prior review was negative it would provide sufficient legal justification for giving the employee notice of termination. Employees have the opportunity to request reasons for termination and request reconsideration. A supervisor who is not conducting the required reviews would be subject to a negative evaluation.

Regent Anderson said she thinks there are probably many faculty employees who do not receive their annual reviews. Administrative employee policy is not as specific and prescriptive as classified employee policy. Budget cuts are not any fault of the employee.

Chairman Trachok reminded the Board it has asked the presidents to be more entrepreneurial and examine administrative costs and become as efficient as possible. This may result in fewer people being needed to perform the same task and the Board needs to keep this in mind when this issue is revisited in December.

The Board recessed at 2:32 p.m. and reconvened at 2:35 p.m. with all members present except Regents Davidson and Leavitt.

42. Approved – Handbook Revision, Instructional Materials (Agenda Item #41) – The Board approved a revision to Board policy concerning the NSHE Policy on Instructional Materials (Title 4, Chapter 14, Section 29).

Ms. Dana Trimble, Chair of the Faculty Senate Chairs, thanked staff and the Board for their assistance on this issue. She noted survey results from TMCC and CSN illustrating

42. Approved – Handbook Revision, Instructional Materials (Agenda Item #41) – continued

the impact and burden the high cost of preferred course materials can have on students and provided background and history on this issue. The policy revision: broadens the term textbooks to include all instructional materials; specifies the selection of instructional materials should help students accomplish their educational goals and only be required when necessary and highly utilized; specifies costs should be considered when selecting such materials; and, where appropriate, each institution shall encourage faculty to select or develop electronic and free or low-cost options for instructional materials (*see Reference BOR-41 on file in the Board office*).

Regent Lieberman moved approval of a revision to Board policy concerning the NSHE Policy on Instructional Materials (*Title 4, Chapter 14, Section 29*) as presented. Regent Page seconded. Motion carried. Regents Davidson and Leavitt were absent.

43. Information Only - Proposed consolidation of police services, UNR and TMCC (Agenda Item #42) – The Board was provided information on the proposed consolidation of TMCC and UNR police and public safety services.

Chancellor Klaich explained this is an information only item. After quite some time of voluntary discussion on the consolidation of police services on northern Nevada campuses he spoke to the presidents about entering into a memorandum of understanding which assumes consolidation is efficient. The Memorandum of Understanding signed by the Presidents of UNR, TMCC and DRI, and the Chancellor, provides for a clear pathway of negotiations to determine if consolidation is efficient and also effective (*see Reference BOR-42 on file in the Board office*). An implementation plan will be prepared for the review and possible approval of the Board of Regents at the December 3-4, 2015, meeting. The implementation plan will provide information on continued campus safety, staffing, equipment and numerous other issues so the Board can determine whether or not this approach to consolidation is advantageous. This is a first step and the Board may choose to pursue consolidation in southern Nevada as well.

Regent Geddes said he wants to make sure the safety concerns voiced under public comment are addressed and the levels of service are maintained or even enhanced. Chancellor Klaich said, after the testimony that morning, he spoke with Dr. John Adlish, Faculty Senate Chair, TMCC, and will be speaking at an open forum on September 25, 2015, to address this issue. As stated in the Memorandum of Understanding, the provision of a safe and secure environment is the primary obligation and basis for ongoing discussions.

Chairman Trachok suggested the Memorandum of Understanding include a statement that safety is non-negotiable.

Regent Melcher said he also has some concerns about the consolidation of police services. He suggested the Board utilize the concepts of standardization and centralization as discussed earlier in regard to the iNtegrate 2 project. The Board needs

43. Information Only - Proposed consolidation of police services, UNR and TMCC (Agenda Item #42) – continued

to look at the entire System, not just the north. He suggested a neutral NSHE police force might be a good option, as this would provide consistency, possibly diminish liability issues and could save even more money. President Curtis, because of the rural nature of the GBC campus, might also benefit from a centralized person supporting the rural campuses.

Regent Page said the idea was to try it in the northern Nevada first, and the Board could then look at the entire System, as all parties in southern Nevada were not as interested in potential consolidation.

Regent Melcher said he would prefer to look at the entire System, and possibly try consolidation in the northern Nevada first.

Regent Stephens said southern Nevada institutions should also be bringing information back to the Board in December. There are a number of issues needing to be addressed consistently across a fragmented services structure.

Regent Crear said the liability is much too great for the System to possibly expose itself to. There are too many unknowns. Consolidation has the potential to cause under protection and there is a question about ultimate accountability.

President Patterson said the agreement for police services with UNLV is working well. NSC gets to negotiate service levels and has assigned officers. The agreement provides expertise and a larger available force if needed.

Regent Crear asked who President Patterson contacts if there is a problem. President Patterson said UNLV's assistant police chief is NSC's primary contact in addition to the two assigned officers present on campus.

Regent Geddes asked President Patterson, with the closer proximity to CSN Henderson, why the agreement is with UNLV. President Patterson said UNLV offered the best proposal for the best price.

Regent Page said the Las Vegas Metropolitan Police Department is also available in southern Nevada if a major incident occurs and northern Nevada has similar backup if needed.

Chairman Trachok said the points raised in today's discussion will be considered and no major decisions will be made without addressing them.

44. Information Only - Shared Governance in Higher Education (Agenda Item #43) – Regent Melcher provided information to the Board on shared governance. He explained at the December 5, 2014, Board of Regents meeting, under New Business, he mentioned shared governance and requested the institutions provide a summary to the Board at a future meeting. Since his request, the publication, *Shared Governance in Times of change: A Practical Guide for Universities and Colleges*, by Steven C. Bahls was published.

44. Information Only - Shared Governance in Higher Education (Agenda Item #43) – continued

Regent Melcher said the author discusses the 1966 “American Association of University Professors (AAUP) Statement on Government of Colleges and Universities” and the 2010 “Association of Governing Boards of Universities and Colleges (AGB) Statement on Board Responsibility for Institutional Governance.” The author utilizes this information in developing his ideas, exploring governance in today’s era of economic downturn and examining how shared governance should be structured on a campus. Regent Melcher said he does not think shared governance should look exactly the same on each campus; however, it would help if each institution could explain its form and structure of shared governance as information is presented. He encouraged each of the institutions to review its shared governance processes and consider using the information in the book as a guide. The Board also needs to continue to provide a model through its use of shared governance. The Community College Committee and the IACs are excellent examples of the Board’s use of shared governance.

45. No Action Taken – Regent Information Request, NSHE Funding Formula (Agenda Item #44) – The Board did not hear this item. Chairman Trachok said he would continue this discussion with Regent Doubrava.

46. Information Only – New Business (Agenda Item #45) – Regent Doubrava requested the Board consider adding an item to the next Board agenda examining the position of Chancellor, including authority and reporting lines.

Regent Geddes asked to look at the 2+2 and 3+1 four year programs at a future Board meeting, as he mentioned in the Academic, Research and Student Affairs Committee meeting.

47. Information Only – Public Comment (Agenda Item #46) – Ms. Kanani Espinoza, CSUN President, UNLV, clarified she met with the editor-in-chief of UNLV’s student newspaper, *The Rebel Yell*, and the editor-in-chief mentioned the newspaper has been contemplating a name change for a while.

Chairman Trachok thanked staff and all of those involved in helping with the Board meeting. The meeting adjourned at 3:07 p.m.

Prepared by: Patricia Rogers
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

ATTACHMENT #1
September 10-11, 2015 Board of Regents Meeting
PUBLIC COMMENT
Agenda item # 3

From: **Glenn C Miller** <glennm@unr.edu>
Date: Thu, Sep 10, 2015 at 10:08 AM
Subject: NFA Statement on Administrative Faculty
To: "daniel_klaich@nshe.nevada.edu" <daniel_klaich@nshe.nevada.edu>

Dan,

Sorry for not being there for the general open comment period. I had just finished up a class. Attached is the NFA comment on the shortening of the time for dismissal of administrative faculty. We are very concerned about how this will affect governance at each institution in the NSHE, and the statewide NFA Board (as well as the Faculty Senate chairs) will argue that this is not appropriate for institutions that strive for open discussion and shared governance. We would be pleased to discuss this with you further, if that would be helpful. Could you please distribute this to the members of the Board of Regents. Thanks so much,

Glenn

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Attachment #1- continued

Nevada Faculty Alliance
Statement on the Proposal to Reduce the Notice of Dismissal of
Administrative Faculty

Glenn C. Miller, President, UNR Nevada Faculty Alliance, for the
Nevada Chapter of the Faculty Alliance

Sept. 10, 2015

The NSHE Regent Agenda lists a discussion item regarding the reduction of notice for dismissal of administrative faculty from up to a year to 30 to 45 days. The Nevada Faculty Alliance strongly opposes this change in policy for the following reasons.

1. Administrative faculty are critical to the functioning of each unit of the NSHE and need to have the ability to make decisions and recommendations that are thoughtful and independent, even if they do not always agree with the respective central administration. Administrative faculty are highly trained professionals and the decision on whether they should be terminated should have a high barrier. Most go through national searches, and can be dismissed early following their hiring, or even later if severe issues arise, similar to academic faculty. But, reducing their job security based on the whim of an upper administrator is entirely wrong. These people have functions that are critically important in many functions of the university, from protecting students from harm, or ensuring that we are in compliance with local, state and federal laws. We should not have them looking around to determine if they are going to do something that is not supported by the upper administration, and have a threat of being dismissed within 30-45 days.
2. Although not explicitly stated, we presume that this new policy is being proposed to allow the respective central administrations to dismiss administrative faculty quickly and with lower cost. Indeed we suspect that many administrators would have used this policy during the difficult times five years ago. But, we got through those times, and the policy for protecting the longevity of administrative faculty needs to be retained. Indeed, implementing the new policy would further exacerbate the difference in protections for tenured administrators and other administrative faculty. For the remaining administrative faculty on state-funded positions who make decisions that are critical to the operation of the university, we need to maintain a high barrier for their dismissal. A barrier of 30-45 days dismissal is very low.
3. Recruitment and hiring of highly qualified people into these positions will be increasingly difficult if they are subject to the whims of the upper administrations. Presidents, provosts and deans may change frequently, and a highly qualified person may be reluctant to come to UNR if they know they can be arbitrarily dismissed on a whim within 30-45 days, for no objective reason, if a new supervisor has been hired. The best people will come to the best institutions of higher education when they know they will have time to find a new position if the current position is untenable. If there is no reasonable security in a position, then they simply are unlikely to come to units of the NSHE.

Attachment #1- continued

4. This policy change will increase the ability of the central administration of each unit to increase what faculty perceive as a top-down management style. If administrative faculty need to look over their shoulder each time to determine if their decisions are supported by the upper administration, they are unlikely to have the courage to make difficult decisions that benefit the institution, if they think they will be perceived as controversial. This could have a stifling effect that limits our ability to be innovative leaders. At UNR when the funding formulas were changed and now depend on student tuition, many administrative faculty were converted from a 1 year dismissal policy to 30-45 day. We have seen administrative faculty dismissed following that conversion. Two examples- one was the very able legal staff who helped faculty secure patents for intellectual property. They went from 1 year dismissals to 30 day dismissal contracts, although they were generously given 60 day dismissals. One administrative faculty member who had worked for 25 years in the seismology department came up against a new administration, and she was dismissed with the simple statement that the funds supporting her position were being redirected. She had never been criticized for her scientific ability or her work ethic, but had a strong personality. She was dismissed under the 30 day policy.

The regents simply should not change the dismissal timing policy for new administrative faculty. It is contrary to the notion that a unit of Nevada's higher education system has independent minds working for teaching, research and service to one that has a top down management with narrow vision that one view of the world is how higher education will be delivered. Diversity of opinion is a critical component of higher education and we all need to protect this core vision.