

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

Third Floor Rotunda
Frank H. Rogers Science & Technology Building
Desert Research Institute
755 E. Flamingo Road, Las Vegas

Thursday, February 28, 2013, 8:30 a.m.
Friday, March 1, 2013, 8:00 a.m.

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

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

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

Dr. Marc A. Johnson, President, UNR
Dr. Carol A. Lucey, President, WNC

Also present were faculty senate chairs Dr. Charles Milne, CSN; Dr. David Rhode, DRI; Dr. David Friestroffer, GBC; Ms. Angela M. Brommel, NSC; Ms. Dani Chandler, NSHE; Dr. Shannon Sumpter, UNLV; Dr. David W. Zeh, UNR; Mr. Brad Summerhill, TMCC; and Mr. Gil

8. Approved – Consent Items (Agenda Item #8) - Consent items were considered together and acted on in one motion except for Consent Item #8a (*Minutes*) which was considered separately.
- 8b. Approved - Handbook and Code Revision, Salary Schedule Reviews and Delegation of Authority to the Chancellor (Agenda Item #8b) - The Board of Regents approved proposed amendments to the Code to allow more frequent salary schedule reviews and to delegate authority to the Chancellor to approve salary schedules with a reporting requirement to the Board. This item had been presented for initial discussion at the November 29-30, 2012, meeting of the Board of Regents (*Ref. BOR-8b on file in the Board Office*).
- 8c. Approved – Tenure (Agenda Item #8c) - The Board of Regents approved tenure recommendations for the following faculty members. Each applicant met the standards for tenure in the NSHE Code and has been positively recommended by his or her institution following a peer review process.

CSN – (*Ref. BOR-8c(1) on file in the Board Office*)

Dr. Michael Bakst	Dr. Pam Lum
Ms. Cheryll Carlock-Arinwine	Dr. Elisabeth Morton McLaren
Ms. Connie Christensen	Ms. Sarah New
Mr. Ted Chodock	Mr. Nalin Pant
Dr. Margaret Lisa W. Clayton	Dr. Owen L. Pillion
Dr. Kenneth Hochstetter	Mr. Sean Russell

GBC – (*Ref. BOR-8c(2) on file in the Board Office*)

Mr. John R. Orr

NSC – (*Ref. BOR-8c(3) on file in the Board Office*)

Dr. Shirli Brautbar	Dr. Jennifer “Gwen” Sharp
Dr. Edwin Price	Dr. Aaron Wong
Dr. Gregory Robinson	

TMCC - None submitted.

8. Approved – Consent Items (Agenda Item #8) – (Cont'd.)

8a. Approved – Minutes (Agenda Item #8a) – (Cont'd.)

Regent Knecht requested the minutes from January 11, 2013, be held until a later time.

Regent Knecht said he had discussed with Mr. Wasserman what it meant for a Regent to approve the minutes for a meeting he or she had not attended. Mr. Wasserman had counseled it was a reasonable interpretation for a vote to be made on approving or accepting the minutes based on the idea the vote is not an affirmative endorsement of every word but a vote to accept the minutes are a good faith reflection of what occurred at the meeting. In that context, he provided his support of Consent Item 8a with

10. Approved - Regents Awards (Agenda Item #10) - The Board of Regents approved the 2013 Distinguished Nevadan and Regents' Scholar recipients:

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

$\frac{3}{4}$ Dr. William H. "Bob" and Anna L. Bailey. Nominated by Regent Crear. (Ref. BOR-10a(2) on file in the Board Office).

$\frac{3}{4}$ Mr. Robert D. Faiss. Nominated by Regent Anderson. (Ref. BOR-10a(3) on file in the Board Office).

$\frac{3}{4}$ Pastor Paul Goulet. Nominated by Regent Blakely. (Ref. BOR-10a(4) on file in the Board Office).

$\frac{3}{4}$ Mr. Bruce R. James. Nominated by Regent Trachok. (Ref. BOR-10a(5) on file in the Board Office).

$\frac{3}{4}$ Mr. Ceasar E. Salicchi. Nominated by Regent Melcher. (Ref. BOR-10a(6) on file in the Board Office).

$\frac{3}{4}$ Mr. Richard "Dick" and Fran Trachok. Nominated by full Board. (Ref. BOR-10a(7) on file in the Board Office).

Regent Page moved approval of the 2013 Distinguished Nevadan award recipients. Regent Anderson seconded. Motion carried. Regent Schofield was absent.

B. Approved - Regents' Scholars (Agenda Item #10bJ 0.001(R)-7 5 (ge)- Tf 12 -0 7pfS48 Tm [8 Tm

12. Approved - Initial Salary, Vice Chancellor, Academic and Student Affairs (Agenda Item #12)
– (Cont'd.)

Vice Chancellors for Academic and Student Affairs, Finance and Administration and Legal Affairs. There are two vice chancellors in southern Nevada, the Vice Chancellors of Health Sciences and Administration and Operations. The Vice Chancellor of Information Technology splits his time between Reno and Las Vegas. Chancellor Klaich said he has tried to balance the offices when recruiting and assured Regent Crear his concerns were legitimate and taken seriously.

Regent Crear questioned the purpose of annual contracts verses multi-year contracts. Chair Geddes said the Board will have a discussion on contracts at its April 19, 2013, special meeting.

Regent Anderson said faculty and administrators are hired for one year contracts with few exceptions. As Chair of the Academic and Student Affairs Committee, she fully supported the recommendation of Vice Chancellor Abba's initial salary.

Regent Doubrava expressed his support of Vice Chancellor Abba. He was concerned the contract was only for four months from March 1, 2013, through June 30, 2013. Chancellor Klaich said the length of contract is due to the fiscal year which ends on June 30, 2013.

Regent Doubrava asked if the appointment of interim vice chancellors is at the chancellor's prerogative or if those appointments should come to the Board. He also asked if Vice Chancellor Abba's curriculum vitae could be shared with the Board. Chancellor Klaich explained it is his prerogative to hire vice chancellors but the Board has the authority to approve the initial salary. Vice Chancellor Abba's curriculum vitae would be provided to the Board.

Regent Page supported the recommendation. He asked what Vice Chancellor Abba's current annual salary is. Chancellor Klaich replied her annual salary is \$148,000, including the 10 percent stipend for the interim position.

Regent Page agreed location should remain a serious consideration when hiring administrators in the future.

Motion carried. Regent Schofield was absent.

13. Approved - Handbook Revision, NSHE Intercollegiate Athletics (Agenda Item #13) - The

13. Approved - Handbook Revision, NSHE Intercollegiate Athletics (Agenda Item #13) – (Cont'd.)

Chair Geddes said the policy was modeled after policies in other states with open meeting laws. In general it was found conference realignment is negotiated pending the approval of the governing board, similar to employment contracts.

Regent Page agreed the Board should have authority to approve situations with significant ramifications. He noted in the situation involving UNR there had been Board conversations prior to the conference members' phone call.

President Smatresk said the Board should not strip the presidents from exercising their judgment in making a sensible business deal. The WAC conference had very little in the way of enumeration to its members while the MWC offered considerably more. As a president, he would like to be able to preliminary say yes to negotiations, pending the Board's approval.

14. Approved- Purchase Agreement and Financing Plan, System Administration Building in Las Vegas (Agenda Item #15) – (Cont'd.)

also allows the System to participate in the beginning of the Mid-Town UNLV renovation.

Regent Leavitt moved approval of the proposed purchase agreement and financing plan for a System Administration Building located at E. Rochelle Avenue and S. Maryland Parkway, Las Vegas, including granting authority to the Chancellor to approve price increases for certain changes in scope and FF&E. Regent Page seconded.

Regent Leavitt thanked Chancellor Klaich for keeping the project a top priority. He said the Board of Regents owns just about every property in the System but not the System Office in Las Vegas. He was supportive of the project.

Regent Stephens said she had reviewed the proposal from both the NSHE and UNLV perspectives and felt the project was encouraging. She was pleased to be able to vote as a member of the Board of Regents on this particular item.

Regent Page thanked UNLV for their time and financial involvement in the project.

Regent Crear hoped the building would become a community building with its more accessible location and proximity to the UNLV campus. He hoped to find ways to engage the public to use the building as a resource.

Regent Wixom expressed his appreciation to UNLV staff and to Chancellor Klaich. He expressed particular appreciation to Mr. Michael Saltman and Mr. David Saltman. He reminded the Board the building was part of the overall Mid-Town UNLV project.

Motion carried. Regent Schofield was absent.

15. Approved – Handbook and Procedures and Guidelines Manual Revision, Community College and Part-Time Salary Schedule Updates (Agenda Item #14) – The Board of Regents approved the NSHE Community College and Part-time Salary Schedules and amendments to the Board of Regents' *Handbook* Title 4, Chapter 3, Sections 35 and 36, and *Procedures and Guidelines Manual*, Chapter 3, Sections 1-3 and Section 6 related to the policies governing NSHE Community College and Part-time Salary Schedules (*Ref. BOR-14a and BOR-14b on file in the Board Office*).

Vice Chancellor of Legal Affairs Brooke Nielsen thanked NSHE Human Resources Director Ms. Christine Casey and each campus representative for their work and participation on the Salary Study Committee.

- 15. Approved – Handbook and Procedures and Guidelines Manual Revision, Community

15. Approved – Handbook and Procedures and Guidelines Manual Revision, Community College and Part-Time Salary Schedule Updates (Agenda Item #14) – (Cont'd.)

Regent Trachok moved approval of the NSHE Community College and Part-time Salary Schedules and amendments to the Board of Regents' *Handbook* Title 4, Chapter 3, Sections 35 and 36, and *Procedures and Guidelines Manual*, Chapter 3, Sections 1-3 and Section 6 related to the policies governing NSHE Community College and Part-time Salary Schedules. Regent Melcher seconded. Motion carried.

The meeting recessed at 1:52 p.m. and reconvened at 2:02 p.m. on Thursday, February 28, 2013, with all members present.

16. Approved - Procedures and Guidelines Manual Revision, Faculty Senate Surveys for Periodic Presidential Evaluations (Agenda Item #16) – The Board of Regents approved an amendment to *Procedures and Guidelines Manual* Chapter 2, Section 2.2.7 regarding the inclusion of faculty senate surveys for periodic presidential evaluations (*Ref. BOR-16 on file in the Board Office*).

Vice Chancellor Nielsen explained the current practice of using faculty senate surveys as a tool in periodic presidential evaluations is not codified. Current Board policy and practice prohibits anonymous materials from being used in evaluations with the exception of survey results, which by their nature are presented in an anonymous manner. The proposed policy also addresses the need for surveys to be conducted in a way so as not to contain performance information on individuals other than the president.

Regent Crear asked why the Board should be engaged in the faculty senate's survey process when it does not oversee any other senate processes. Secondly, he asked who will oversee the survey and how the surveys will be administered. Vice Chancellor Nielsen said *Handbook* policy, Title 4, Chapter 3, section 4.4, contains a provision allowing surveys and evaluations from students and other subordinates to be used in an administrator's evaluation but does not apply in the evaluation of presidents. The section of the *Handbook* dealing with the evaluation of presidents does not contain provisions for

16. Approved - Procedures and Guidelines Manual Revision, Faculty Senate Surveys for Periodic Presidential Evaluations (Agenda Item #16) – (Cont'd.)

there is a reservoir of administrative powers. The Board's current policy states "*The evaluation of presidents should follow guidelines approved by the Board of Regents.*" The enumerated powers contained in the *Procedures and Guidelines Manual* apply surveys to other types of evaluations. However, because those powers are not included in the policy sections specifically addressing presidential evaluations there may exist an argument surveys are not authorized.

Chancellor Klaich said at the last president evaluation a member of the Regent's committee recommended the Board adopt a broader policy in respect to the inclusion of faculty surveys in presidential evaluations. When the next presidential evaluation process began it was discovered the recommendations from the Regents' committee had not been followed up on.

President Wells appreciated what the proposed policy attempts to do. He did not want to limit the faculty senate questions or statements but suggested using a third party to assemble the survey questions through a consistent and reputable process.

Regent Knecht moved approval of an amendment to *Procedures and Guidelines Manual* Chapter 2, Section 2.2.7 regarding faculty senate surveys for periodic presidential evaluations. Regent Blakely seconded.

Regent Blakely liked the suggestion of using a standard questionnaire developed by an outside entity.

Regent Stephens asked if a standardized Board procedure will be needed to oversee the survey process. Vice Chancellor Nielsen felt the Board was not accepting responsibility for the surveys but rather clarifying an overarching process to ensure the protection of personnel rights. She did not see the clarification as a significant interjection of Board oversight. She said the faculty senates feel a strong owners10 (f)5(ht)]TJ 3.7 (s)-1 (i)-24 (s)-1(r)3 (s)

16. Approved - Procedures and Guidelines Manual Revision, Faculty Senate Surveys for Periodic Presidential Evaluations (Agenda Item #16) – (Cont'd.)

Procedures and Guidelines Manual. The questions were vetted by herself, the UNLV Faculty Senate Executive Committee and a representative selected by President Smatresk and UNLV's Legal Counsel. Faculty members were cautioned not to use names of particular people or make easily identifiable remarks or reference to individuals other than the president.

Regent Melcher liked the process used at UNLV and asked it be shared with the other institutions.

Motion carried.

17. Approved - Handbook Revision, University Studies Abroad Consortium (Agenda Item #17) – The Board of Regents approved Title 4, new Chapter 23 of the Board of Regents' Handbook, governing the University Studies Abroad Consortium (Ref. BOR-17 on file in the Board Office).

Vice Chancellor Nielsen said the University Studies Abroad Consortium's (USAC) charter was adopted by the Board of Regents in 1997. UNR is the administering university of USAC, which is entirely self-funded primarily through student program fees. The USAC currently has 30 member colleges and universities in the United States, including UNR and UNLV, and operates overseas in over two dozen countries with over 300 employees. The nature of its operation requires USAC to understand, respond to and deal with the varied laws in those foreign lands. Specific policies are needed to govern the USAC's business practices while providing transparency and accountability to the Board of Regents when a foreign law does not fit into the established business process created in the state of Nevada.

Vice Chancellor Nielsen presented the proposed policy, *Handbook* Title 4, new Chapter 23, for the Board's consideration. The proposed policy will allow adoption of specific policies and procedures, as recommended by the UNR president and approved by the chancellor, to expedite efficient processing of USAC business and to address issues such as to what extent local state policies apply overseas. The guidelines require written employment, purchasing and business contracts with the identification of beginning and ending dates as well as any benefits. The contracts can then be completed with the necessary details required by the different countries. The proposed guidelines also address the use of banking and financial institutions in foreign countries, appropriate records management for future auditing purposes, appropriate insurance requirements and the need in some foreign countries to establish local business entities in order to conduct business. Once specific policies are developed at UNR they are then required to be published on the website

17. Approved - Handbook Revision, University Studies Abroad Consortium (Agenda Item #17) – (Cont'd.)

Regent Trachok moved approval of new Chapter 23 of Title 4 of the Board of Regents' *Handbook* governing the University Studies Abroad Consortium. Regent Anderson seconded.

Regent Crear asked why policies only need to be adopted by UNR when UNLV also has a USAC program at its campus. He also asked how oversight will be maintained if the program will no longer be required to conform to Board

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19. Information Only – Public Comment (Agenda Item #21) – (Cont'd.)

Regent Wixom asked for a future agenda item to address the effects of the federal government sequestration for the NSHE. He requested there be some discussion on how sequestration will affect financial aid, grants and contracts and how the System could respond effectively.

In regard to a future Board discussion on sequestration, Regent Knecht reminded the Board of his point made the previous day that the federal government sequestration is not required across the board and the 2011 bill was written in terms of budget accounts and not projects, programs and activities. He requested a transcript of the public testimony related to the Report on E-Learning.

20. Information Only - Graduate Medical Education Overview and Program Growth (Agenda

Item #22) - UNR President Marc A. Johnson and Dr. Thomas Schwenk, Dean of the University of Nevada School of Medicine, presented for information an overview of the University of Nevada School of Medicine's Graduate Medical Education (GME) program and the priorities identified for program growth and enhancement to expand the physician workforce and improve the medical care in Nevada (Ref. B(G)2 o6 -0 0i.P /TT3 1 Tf 0.004 Tc -0ofde)34(of p

20. Information Only - Graduate Medical Education Overview and Program Growth (Agenda Item #22) – (Cont'd.)

needed by the state of Nevada and sought after by medical school graduates are not available. Linking medical school class size with residency program expansion in size and breadth of specialties is needed for a cohesive approach to workforce planning in Nevada.

Dean Schwenk said since the size of residency training programs funded by Medicare was capped in 1996, additional factors have been introduced including population growth, aging population, dramatic increase in chronic disease prevalence and changes in technology and science. Yet the number of physicians has remained basically the same.

Nevada ranks towards the bottom of states in terms of the number of residents and fellows per capita. Popular resident programs such as anesthesiology, dermatology, radiology, ophthalmology, cardiology, and surgical specialties do not exist in Nevada. The dramatic changes in technology and the impact of the federal Patient Protection and Affordable Care Act (*PPACA*) are rapidly changing the reasons to practice medicine and the delivery of care which in turn will change workforce projections, the way physicians are trained, the way physicians function, the types of specialties needed and where and how physicians practice with other healthcare professionals. Nevada is extremely deficient in its training programs. A rough calculation would suggest the current 310 resident and fellows in Nevada should be at least 600 or more.

Dean Schwenk said there is considerable misunderstanding about the nature of residency and fellowship training. The perception is graduates receive a reasonable living wage for working at the hospital, following physicians around and learning by osmosis. There is much more structure to the process than appears, including the development of full clinical programs, model practices, model hospital services, and very high volumes of clinical work and clinical

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20. Information Only - Graduate Medical Education Overview and Program Growth (Agenda Item #22) – (Cont'd.)

available for just the resident salary portion, there remains an annual price tag of \$12 million for faculty teaching and infrastructure to support the increased size of the GME program. He noted the recommended increase only represents a 50 percent increase over the GME program's current size.

Regent Page asked what the next step would be to raise \$12 million. Dean Schwenk said although he did not have an immediate answer some states with the capacity to do so are addressing GME as a workforce and economic development issue.

Regent Doubrava asked if the priorities as presented were approximately the same as those presented for consideration as a budget enhancement at the August 24, 2012, special Board meeting. Dean Schwenk said that was correct.

President Johnson said the plan had been prepared for submission to the Board in previous years. However, he had been encouraged not to move forward with formal presentation due to the impending collapse of the budget at the time.

Due to timing, Regent Doubrava said planning for the request would necessarily have to be for a future legislative session, possibly in 2015. President Johnson said beyond its own efforts, Nevada needed to join forces with other states or schools to seek some form of federal action to provide for the number of healthcare professionals necessary to comply with PPACA requirements.

Regent Doubrava felt the arguments provided at the August 24, 2012, special Board meeting to consider a budget enhancement request for the purposes of increasing the GME program were perhaps weak. He questioned why the institution was not encouraged to ask for the funds in previous years.

Philosophically, Regent Crear asked what progress the System was making with

20. Information Only - Graduate Medical Education Overview and Program Growth (Agenda Item #22) – (Cont'd.)

Regent Leavitt asked if the estimated enhancement funds could somehow be addressed in the current legislative session since its impact extends beyond higher education to the entire state, perhaps under the category of workforce and economic development.

Dean Schwenk said he was responsible for not being available at the August 24, 2012, budget meeting due to a fixed commitment. He was concerned about competing with other NSHE budget priorities having already been agreed upon and recommended.

Regent Leavitt was not suggesting the Board detract from the already submitted budget request. However, he felt the request could be considered in the event additional funds were available.

Chancellor Klaich said Dean Schwenk has reached out to Nevada's Economic Development Director Steve Hill. However, it is unlikely anything will go to the 2013 legislative session on the issue.

Regent Wixom asked why the size of the medical school should be increased but not the number of residency programs. Dean Schwenk did not feel it an either-or-situation but an "and" situation. If a medical student goes elsewhere for training there is a 40 percent chance they will return to Nevada. If a medical student graduates from an in-state residency program there is an 80 percent chance they will stay in Nevada. The challenge is in trying to correctly size and link the two unrelated programs.

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20. Information Only - Graduate Medical Education Overview and Program Growth (*Agenda Item #22*) – (*Cont'd.*)

Regent Blakely agreed a next step would be to reach out to the Governor's office. He also suggested pursuing the county commissions to request time on their future agendas. Dean Schwenk said a major presentation regarding the new UNSOM facility

22. Approved - Handbook Revision, Child Protection Policies (Agenda Item #20) – (Cont'd.)

leaving implementation of those actions to the discretion of the institutions. The policy acknowledges the NSHE has many public events and venues but reserves the right to determine whether or not a selected event is inappropriate for unsupervised children and provides definitions for who is considered a child, who is considered a volunteer, what constitutes child abuse or neglect and what program or activities involve children.

Vice Chancellor Nielsen said the Board is also asked to consider amendments to Title 4, Chapter 3, Section 46 to require institutions to determine whether and to what extent background checks should be conducted of employees, volunteers and outside persons involved in programs and activities for children, and to require NSHE child care workers to report convictions or illegal drug use occurring after employment with NSHE.

Regent Anderson moved approval of Board of Regents *Handbook*, Title 4, new Chapter 22, Child

22. Approved - Handbook Revision, Child Protection Policies (Agenda Item #20) – (Cont'd.)

Regent Knecht cautioned against the belief any proposed policy or measure would prevent any bad action from occurring.

Motion carried.

The meeting recessed at 11:50 a.m. and reconvened at 12:13 p.m. on Friday, March 1, 2013, with all members present.

Chair Geddes thanked President Wells and the DRI staff for hosting the Board meeting.

23. Information Only - Implementation of NSHE Strategic Directions (Agenda Item #23) -

Chancellor Daniel J. Klaich reported on the progress and status of the Strategic Directions adopted by the Board on January 20, 2012. The Strategic Directions include the following initiatives: increasing student achievement, retention and success (Initiative #1); increasing transparency, accountability and performance (Initiative #2); continuous review and revision of programs to support innovation and responsiveness (Initiative #3); and assuring access and affordability of public higher education (Initiative #4) (*Ref. BOR-23 on file in the Board Office*).

Chair Geddes said the Board's Strategic Directions were established to ensure staff were appropriately focused on the Board's priorities. He suggested the priorities be reevaluated if too many items were being added to the Board's agenda. He

24. Action Taken – Report on E-Learning (Agenda Item #24) – (Cont'd.)

evaluation was to identify ways to assist students in achieving their learning goals and outcomes more quickly. Chancellor Klaich was discouraged to hear the faculty testimony under public comment earlier in the day and felt the comments had seriously misrepresented the report before the Board. He stated no one has recommended rolling of the NSHE into one Massive Open Online Courses (*MOOC*) and no one has suggested privatization or the giving away of intellectual property. He said Mr. Katz had heaped praise on the institutions for what had already been accomplished in online learning while trying to harness the energy of the institutions and faculty to become even better.

Chancellor Klaich said NSHE is in a resource constrained environment and cannot look to state government for support. The NSHE is a small system without the ability to recreate on every campus the necessary structure and advising assistance needed. He said the campuses need to collaborate with each other. To see the extent to which technology has impacted higher education all one needs to do is consider how other industries have been impacted. It is clear students will come to the campuses but the campuses also need to go to the students in a way meaningful to the students. The faculty and students are being asked to work together and use resources throughout the System in a meaningful and timely way.

Chancellor Klaich said the report was intended to be provocative and to engage the faculty. Even the most cursory review of the report would reflect there is no budget involved. An implementation plan involving the faculty, students and presidents cleand(e)6epor the T

24. Action Taken – Report on E-Learning (*Agenda Item #24*)

24. Action Taken – Report on E-Learning (Agenda Item #24) – (Cont'd.)

Regent Knecht appreciated the report's student focused approach. He felt it was the Board's duty not to promote any one institution but to govern in the broad public interest including providing higher education opportunities, services and facilities in Nevada. In the February 15, 2013, publication of the Chronicle of Higher Education, he pointed out the ACE has approved five MOOCs. Regent Knecht said his reelection campaign had focused on two themes, one being to make sure cooperative extension and community colleges and rural campuses do not go into eclipse and the second to embrace changes in technology.

Regent Knecht saluted Mr. Katz for grasping the essence of creative destruction or disruptive innovation which creates new markets, disrupts existing markets, threatens incumbents in those markets and leads to rapid and substantial turnover in private markets. He felt the NSHE needed to incorporate the stakeholders but should not allow the process to be captured by and operated for the benefit of the existing stakeholders. Regent Knecht said the NSHE needs to continue to recognize it wants to be student centered and to consider broad public interest. It should not be the System's position to protect every stakeholder's current status. Regent Knecht asked for an audio excerpt of the full discussion of agenda item #24 (*Report on E-Learning*) be sent to all the Regents.

Regent Wixom said while tracking the experiences of his six daughters through the years, the changes in higher education has been breathtaking. His youngest daughter's attendance of an online high school had been a remarkable experience but one which changed his whole paradigm of thought. Some in academia may still dismiss online education but it works for employers making it relevant. The Board of Regents must listen to the faculty but he hoped the faculty also listened to the Boahet (r p0 12 115.2 355.0d t)-2 re f3

24. Action Taken – Report on E-Learning (Agenda Item #24) – (Cont'd.)

President Smatresk provided some general thoughts on behalf of the presidents. The institutions have all been experimenting with online education, some with success and some not so effective. The presidents are in support of new technologies to improve learning outcomes and reduce costs. President Smatresk said the presidents felt the report did not highlight the stunningly wonderful programs already occurring at the institutions. For example, at UNLV, distance education has become a profit center for the institution with approximately 12 to 15 initiatives which hold up to any best practices on a national standard. It was acknowledged perhaps the online programs were not being offered at scale. To move the e-learning initiative ahead, the presidents suggested the following action plan for immediate implementation:

1. Conduct a thoughtful and accurate inventory of what is being done with an assessment of what has worked and what has not.
2. Assess the data available internally and from around the country on the effectiveness of distance education outcomes, particularly in regard to learning readiness.
3. Review what are considered the most successful national programs as judged by learning outcomes and articulation issues.
4. Review of the costs attached to putting those programs on and where those efforts are best brought to bear in a multi-institution platform.
5. Formation of a working committee with high-level support by each institution from the provost or chief academic officer.
6. Convene a NSHE-wide workshop on this topic in which the institutions can delve into what has been learned and then develop a further action plan.

President Johnson felt the report did not reflect an all or nothing viewpoint. A workshop made sense to consider and assess the report's recommendations with the full participation of the faculty and students.

Regent Melcher felt the report raised concerns for how decisions are made but did not question the need for more to be done. If nothing else, He felt a sense of urgency had been created. He agreed a committee or coalition would be a key piece to any implementation plan. He said the presidents' suggestions were very important with equal importance given to the System Office's presence and collaboration. Although he could not support all the recommendations as presented, he hoped such a coalition would pull the information together and do what is right for the System and each institution. He was cautious but appreciated the input received from faculty and staff.

Regent Anderson agreed the presentation on e-learning had been one of the most thought-provoking during her time on the Board.

Regent Trachok asked Mr. Katz if he had the opportunity to consider each institution's course offerings to determine which ones are competitive on a national and worldwide level. Mr. Katz said he was not equipped to provide such an assessment. However, he asked why NSHE would not make its globally recognized academic talent available on a

24. Action Taken – Report on E-Learning (Agenda Item #24) – (Cont'd.)

global level. He did not believe NSHE will ever be a huge supplier to the MOOCs. He advised NSHE to pay close attention to the MOOCs and learn to be an effective importer of other's MOOC content. He said the NSHE cannot just continue to incrementally improve its existing but separate online learning courses

25. Motion Failed - Senior Citizens Course Fee Waiver (Agenda Item #31) – (Cont'd.)

Regent Anderson said she was in favor of a senior citizen discount. However, the fee waiver causes institutions extra money and takes seats from students who need course credit. While the discount was intended to be on a space-available basis it did not always work well. Another problem arises when there is an entire class of seniors with no one having paid registration fees. Her recommendation would be to set a time limit, such as for the last week of enrollment, before senior citizens are allowed to register giving paying students the first opportunity to register.

Regent Schofield said it was important for senior citizens to keep their minds active.

Chair Geddes said he was supportive of reinstatement of the policy but only if space is available, if the senior citizens are Nevada residents and with payment of a nominal fee to cover administrative costs.

Regent Stephens z0w(o)2 ((83(o)2 (.39 0 Td (c (

25. Motion Failed -38

26. Information Only - NSHE Grid-Based Energy Purchase Reduction (Agenda Item #32) – (Cont'd.)

efficiency manager, conceptualizing energy teams to establish low- or no-cost protocols and behavioral changes, and energy performance contracting to get energy retrofit work done on certain projects to be paid for over time.

Regent Crear asked if there was a dollar amount associated with the reductions. Vice Chancellor Redding said the mandate was a 20 percent reduction in grid-based energy purchase per square foot. To the extent square footage has been added there has not been a penalty. He will gather information has

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27. Information Only - Demonstration of the iNtegrate Student Information System (Agenda Item #28) - A live demonstration of the iNtegrate Student Information System was provided to the Board of Regents. The demonstration was provided by UNLV student, Ms. Kylee Kline, in conjunction with UNLV's Mr. Shannon Goodman, Associate Vice President for Enrollment and Student Services.

Regent Wixom felt since the iNtegrate project's beginning in 2003 it has been the best example of effective shared governance he has ever seen. The System took a risk when it engaged with the project and it has proved to be enormously successful.

Chair Geddes said the Regents do not often have the opportunity to see the end result of years and millions of dollars in investment and how the investments change students' lives on a daily basis.

Approved - Handbook Revision, Common Core State Standards and K-12 Alignment (Agenda Item #25) - Vice Chancellor of Academic and Student Affairs Crystal Abba and Assistant Vice Chancellor for Academic and Student Affairs Allison Combs presented an update on NSHE work to support Nevada's implementation of Common Core State Standards:

Assistant Vice Chancellor Combs provided a brief update on the work conducted under the grant NSHE received in August 2012 from the National Governors Association (NGA) to help Nevada identify and execute actions related to postsecondary implementation of the Common Core State Standards; (Ref. BOR-25a on file in the Board Office)

Vice Chancellor Abba requested approval of a new policy recognizing the importance of K-12 alignment with the goals of higher education, requiring NSHE to work collaboratively with the Nevada Department of Education (NDOE) and local school districts on transition plans for high school students, and authorizing institutions to enter into agreements with school districts to provide college readiness programs under certain conditions (Title 4, Chapter 16, new Section 2). The revisions are recommended with support from the Academic Affairs Council (Ref. BOR-25b on file in the Board Office).

Vice Chancellor Abba clarified the new K-12 standards are not a canned curriculum and will better prepare students to meet higher education.

28. Approved - Handbook Revision, Common Core State Standards and K-12 Alignment
 (*Agenda Item #25*) – (*Cont'd.*)

their curriculum. There has to be a point in time at which the change takes place. In 2014 policies will be brought to the Board of Regents regarding the use of those scores for placement. A student who scores at the college readiness benchmark in the 11th grade and continues to take a rigorous curriculum in the student's senior year will most likely be ready to enter into college level courses. The anticipated policies will likely include many caveats to consider including what the students do in their senior year. However, if a student reaches the college readiness bench mark and then does nothing to improve the student's readiness during the student's senior year, a reassessment will take place to determine if placement in remedial courses is appropriate.

Regent Knecht asked which two states did not agree to the standards and why. Vice Chancellor Abba said Texas has developed its own standards, Alabama recently dropped out and she believed Alaska had also not adopted the standards.

Regent Anderson asked if assessment testing had any impact on the promotion of students from one grade to the next. Vice Chancellor Abba said no, the assessments along the way are to ensure students are on the right path. The 11th grade assessment is different than anything seen before now. The institutions will have access to some of the testing material to help diagnose deficiencies.

Ms. Allison Combs, Assistant Vice Chancellor of Academic Affairs, reported Nevada was one of three states to receive a \$65,000 grant in August of 2012. The grant will end this June. Members of the State Team working on the grant project include GBC President Mark Curtis, NSC President Bart Patterson, Chancellor Daniel J. Klaich, Dr. William Speer, Dean of the College of Education at UNLV, Dr. James W. Guthrie, Superintendent of Public Instruction, Nevada Department of Education and Judy Osgood, Senior Policy Analyst, Governor's Office. Three focus areas emerged during the course of the grant, including 1) the need to familiarize math, English and teacher prep faculty with elements of the Common Core State Standards; 2) additional support systems for 12th graders; and 3) through the NGA grant, the Hatcher Group is developing a communications strategy including a tool kit with Frequently Asked Questions, possible website development, and Power Point presentations to help students and parents understand what will be coming in 2014-15.

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30. Information Only – Transfer and Articulation (*Agenda Item #26*) – (*Cont'd.*)

coordination between institutions, early identification, dual advising between institutions, early identification of major area of study, appropriate course selection, institutional awareness of specific student issues, enrollment, finance aid and reverse transfer where appropriate (*Ref. BOR-26 and handout on file in the Board Office*).

Chair Geddes asked if transfer information will be incorporated into the iNtegrate project. Mr. Rieber replied the technological issues between institutions have been resolved with transferability now occurring within 24 hours of initiating the formal process.

31. Withdrawn - Financial Aid Presentation (Agenda Item #27) – This item was withdrawn and will be brought back at the June 6-7, 2013, Board of Regents meeting (*Ref. BOR-27 on file in the Board Office*).

32. Information Only - 2013-2015 NSHE Biennial Budget (Agenda Item #29) - Chancellor Daniel J. Klaich reported to the Board regarding the 2013-2015 NSHE Biennial Budget Request submitted to the Governor, the Executive Budget, and new developments from the 2013 legislative session.

Chancellor Klaich said there were no surprises from the two major pre-session budget hearings held thus far. The first hearing on January 25, 2013, primarily provided an overview of Board action over the last two years and provided a review of the Board's recommended biennial budget compared to the Governor's requested budget. The budget hearing on February 15, 2013, focused on the difference between the Board's recommended budget and the Governor's requested budget.

Chancellor Klaich said NSHE is extremely pleased the Governor included the new funding formula in the Executive Budget recommendation. Many tough decisions and compromises were worked through including mitigation which will allow for long-term planning and is a significant step forward.

Chair Geddes said, as announced during his Chair's Report, several short special meetings have been scheduled throughout the legislative session to keep the Board apprised as more information becomes available. Chancellor Klaich said Chair Geddes and Vice Chair Page have also requested all presentations and information provided to the Legislature be provided to the Regents.

Regent Knecht provided a presentation to the Legislature's Joint Budget Committee on February 22, 2013, and asked that copies of his statement be distributed to members of the Board (*statement on file in the Board Office*).

33. Information Only – Legislative Report (Agenda Item #30) – Vice Chancellor of Administration Renee Yackira provided an update on measures being considered by the Nevada Legislature impacting the Nevada System of Higher Education. A list of the specific legislative measures was posted with this meeting agenda as Appendix A (*Appendix A posted with the agenda and on file in the Board Office*).

Vice Chancellor Yackira said a link has been provided on the NSHE webpage to all materials provided to-date to the 77th Session of the Legislature. In addition, a single laminated card listing the NSHE's strategic directions, budget request, budget priorities, funding formula information, institution information and contact information has been provided to all legislators (*handout on file in the Board Office*). Dr. Constance Brooks, Director of Government Relations, and various government relations staff will continue to maintain a presence in Carson City throughout the legislative session.

33. Information Only –

35. Approved - Investment & Facilities Committee (Agenda Item #35) - Chair Michael B. Wixom reported the Investment & Facilities Committee met on February 28, 2013, and heard the following:

- ¾ David Breiner and Wendy Walker from Cambridge Associates reported on asset allocation and investment returns for the pooled endowment and pooled operating funds for the quarter ending December 31, 2012.
- ¾ Director of Banking and Investments Ruby Camposano reported on the activities and the current balance of the reserve account of the Operating Pool fund which was a positive \$40.90 million as of end of business on Wednesday, February 27, 2013.

Action Items:

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

- ¾ The Committee recommended approval of the minutes from the November 29, 2012, Committee meeting (*Ref. IF-2a on file in the Board Office*).
 - ¾ The Committee recommended approval of the Resolution and Amendment to the United States Postal Service (USPS) Ground Lease – UNR (*Ref. IF-2b on file in the Board Office*).
 - ¾ David Breiner and Wendy Walker from Cambridge Associates reported on asset allocation and investment returns for the pooled endowment and pooled operating funds for the quarter ending December 31, 2012. The Committee recommended approval of the following Cambridge recommendations:
 - o Redeem \$1.5 million from the PIMCO Total Return Endowment account to fund the pool's regular quarterly disbursements.
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35. Approved - Investment and Facilities Committee (Agenda Item #35) – (Cont'd.)

Regent Page asked if the full Board would receive an update after the agreements are in place. Chancellor Klaich said the Board would receive a full update on the entire scope of the transaction.

Regent Page said President Johnson has assured him a project labor agreement would be considered.

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

36. Approved - Workforce, Research and Economic Development Committee (Agenda Item #36) - Chair Rick Trachok reported the Workforce, Research and Economic Development Committee met on February 28, 2013, and heard the following:

¾ Steve Hill, Executive Director, Governor's Office of Economic Development (GOED) provided information concerning the Nevada Knowledge Fund created under Assembly Bill 449 (Chapter 507, *Statutes of Nevada 2011*). The presentation included an update on Governor Brian Sandoval's budget proposal to add \$10 million to the Knowledge Fund and related legislative activity, an overview of how the Fund will work with NSHE institutions, and the proposal process. Karsten Heise, Technology Commercialization Manager, GOED, and Bernhard Bach and Aaron Covington from the Physics Department at UNR provided an overview of applied research centers, a new transformative business model the GOED is working on with UNR.

¾ Dr. Stephen G. Wells, President of DRI, presented a report on efforts by DRI and

39. Approved - Business and Finance Committee (Agenda Item #39) - Chair Kevin C. Melcher reported the Business and Finance Committee met on February 28, 2013, and heard the following:

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40. Approved – Cultural Diversity Committee (Agenda Item #40) – (Cont'd.)

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41. Approved – Health Sciences System Committee (Agenda Item #41) – (Cont'd.)

Action Items:

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

- ¾ The Committee recommended approval of the minutes from the November 30, 2012, meeting (*Ref. HSS-2 on file in the Board Office*).

New Business Items:

Chair Doubrava recommended at the next several committee meetings to have a discussion to explore the possibility and impact of developing an allopathic medical school at UNLV.

Regent Doubrava moved approval of the Committee's recommendations and acceptance of the report. Regent Wixom seconded. Motion carried. Regent Blakely was absent.

42. Information Only – New Business (Agenda Item #42) – None.

43. Information Only – Public Comment (Agenda Item #3) - None.

The meeting adjourned at 4:43 p.m.

Prepared by: Jessica C. McMullen