

SPECIAL MEETING
BOARD OF REGENTS
NEVADA SYSTEM OF HIGHER EDUCATION

System Administration, Las Vegas
4300 South Maryland Parkway, Board Room
Friday, January 22, 2016

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

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

Members Absent: Mr. Trevor Hayes

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

2. Information Only – Trends in Higher Education (Continued)

Regent Crear said it appears there is also a disconnect between the Board and the institutions. Cultural competence needs to be infused and embraced throughout the System from the top to the bottom.

Regent Davidson said the declining enrollment of males is a worldwide phenomenon.

Regent Stephens said she would like to challenge the idea that the underrepresentation of minority males is a cultural issue. Admission standards are generally racially biased. The NSHE needs to look at ways to increase cultural competence and meet individual student needs based on the student's background and culture.

Regent Page said Wells Fargo is working on a new national college planning program to help potential first generation college students in high school begin preparing for college. He asked if anyone knows of a Nevada high school that has not been contacted about this program to please let him know, as Wells Fargo would like to contact them. (s)TieoTd (e)4 2 c 0.h (e)4o(ne)-6 5g2 (uDi)-2 natprk1nowf vo hi asionpr, as ask

2. Information Only – Trends in Higher Education (Continued)

Dr. Len Jessup, President, UNLV, said one of the five goals in the 2015 UNLV Strategic Plan addresses the student experience.

Regent Melcher said many rural students struggle with the overwhelming “whole new world” of college life as well. The Dean's Future Scholars program at UNR is working well and can be used as a model to help address some of these issues.

Regent Davidson reviewed the status, issues and trends of the cost of higher education.

Vice Chairman Wixom asked if any studies or analyses have been done on the inefficient use of technology. Regent Davidson said there are articles that have addressed this issue. It does not appear inefficient use of technology is limited to higher education because governments and hospitals also appear to struggle; however, it appears this phenomenon is decreasing.

Dr. J. Kyle Dalpe, President, Truckee Meadows Community College (TMCC), said software and technology can help with the business process if needs are clearly articulated to purchasing the software and technology.

Regent Page said the NSRF could take a systemwide look at information technology and utilize economies of scale.

Regent Davidson reviewed the status and trends of funding higher education.

Regent Stephens said it is important to pay attention to the costs of funding for graduate level education. While workforce development is important, it is also important to nurture the concepts, ideas, creativity and critical thinking skills that come from higher education.

President Patterson said NSRF is likely to start an international student program in the next two years. International students bring new money into the economy and a new cultural experience to Nevada students. Regent Crear said donors might be less likely to provide support as the international student base increases. Regent Davidson said federal tax law changes might restrict donor contributions.

Mr. Daniel J. Klaich, Chancellor, said Nevada students have not been denied a place at Nevada institutions and have not experienced cost increases due to state or international students; however, this issue must continue to be monitored as funding pressures increase.

Regent Davidson said the national trend is that out-of-state and international students generally pay higher tuition.

2. Information Only – Trends in Higher Education (Continued)

President Richard voiced concerns regarding the financial models used to address the needs of community colleges. Many institutions do not have the resources to fully support the increasing number of students needing developmental assistance. Increasing student indebtedness upon exit is causing some community colleges to consider not offering loans to students, and some states are considering applying a premium and alternative funding formulas to close the growing gap between low-income students and non-low-income students.

Regent Davidson reviewed the status and trends regarding instruction.

Vice Chairman Wixom mentioned Harvard University instructors providing MOOCs to the masses on an experimental basis to refine their own courses offered on campus.

Regent Davidson said the Davidson Academy uses online courses to refine course content and the course delivery mechanism. The Massachusetts Institute of Technology has said it uses similar methods. Most campus students also take online courses.

Regent Stephens said it is important to clarify the distinction between MOOCs and online education in general. MOOCs are online courses aimed at unlimited participation with

2. Information Only – Trends in Higher Education (Continued)

President Dalpe said 40 percent of TMCC students are taking an online course. Many TMCC students utilize significant wraparound support services.

President Curtis said GBC delivers 55 percent of its courses online, 17 percent via interactive video and only 28 percent traditionally due to the rural nature of its student population. Completion rates are 89 percent for traditionally delivered courses and 80 percent and growing for those courses utilizing electronic delivery methods.

Regent Page left the meeting.

President Jessp said UNLV has thousands of students enrolled in online courses and programs. Many of those programs rank extremely well nationally. In the last five years, large for-profit universities have lost online education market share while public higher education institutions have regained online education market share.

Regent Gear asked how many students can be serviced online through GBC. President Curtis said GBC's online classes are capped at 30 students due to faculty workload parameters. The limiting factor is faculty workload, not technology. GBC is educating students from 28 other states.

Regent Page entered the meeting.

Regent Davidson reviewed the possible implications stemming from the recent t(o)2 weenfa2 (ne)JTJ 2
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2. Information Only – Trends in Higher Education *(Continued)*

Regent Davidson said service areas may not make as much sense for online learning as they have in the past for traditional learning

Chancellor Klaich said the institutions should not be limited by service areas even if that results in beneficial competition among institutions.

The Board recessed at 10:41 a.m. and reconvened at 11:00 a.m. with all members present except Regent Hayes

3. Action Taken– Alignment of NSHE Institutions *(Agenda Item #3)* – The Board directed: 1) staff to return to the Board in March of 2016 with information, including budget and resources, on the development of a common registration platform; 2) the two university presidents to provide a report back to the Board on the use of The Common Application (Common App) 3) the Chancellor's staff to bring information on a common NSHE application platform back to the Board in June; and 4) staff to bring back proposed policy in June for the removal of fees charged for the internal transmission of transcripts within the NSHE as long as the System receives permission from the student.

The Board generally discussed strategic directions for the future of public higher education in Nevada in the context of what it means for NSHE institutions to be part of a "system" and the ramifications

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Regent Davidson said he is more interested in where the student finishes rather than where they start. He is also concerned with students who do not graduate and stip with student loans. NSHE's

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3. Action Taken – Alignment of NSHE Institutions – (Continued)

Chairman Trachok said the institutions would provide information on the student fee increases and how those increases were used to further support student services in March.

President Dalpe said in Nevada 43 percent of undergraduate students attend a community college; nationally that number is 46 percent. Now that TMCC offers year degree, the college has been discussing whether it should remove “community” from its name.

The Board recessed at 2:28 p.m. and reconvened at 5:22 p.m. with all members present except Regents Hayes and Anderson.

The next item discussed was:

2. How can we better serve students in the context of being a “system” of institutions?
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3. Action Taken – Alignment of NSHE Institutions – (Continued)

Regent Geddes asked if there is a way for the NSHE to put together a common application for the System Vice Chancellor Abba said the NSHE has been unsuccessful at producing common forms. It is difficult to get all of the institutions to agree on a common form that would meet each of their distinct needs. Vice Chancellor Abba said a common registration platform would be more beneficial than a common application platform. Common registration would benefit NSHE students for multiple years as long as they are System students.

Regent Geddes moved approval of the development of a common registration platform. Regent Crear seconded.

Regent Stephens asked about federal financial aid and if NSHE is viewed as a single institution. Ms. Renee Davis, Director of Student Affairs, NSHE, said while all NSHE institutions fall under the NSHE common tax identification number, they are considered

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3. Action Taken

3. Action Taken – Alignment of NSHE Institutions – (Continued)

The next item discussed was:

2. How can we better serve students in the context of being a “system” of institutions?
B. Transfer and Articulation

Vice Chancellor Abba provided information on transfer and articulation policies. She explained transfer is different than articulation. Courses in the common course numbering system transfer unless an institution clearly specifies that a course is nontransferable, however, these courses might transfer as general elective credits only and may not fulfill specific course requirements for the same major or concentration for the same degree. The audit report on transfer and articulation policies will be completed in June.

Chairman Trachok said this item will be tabled until the report is finalized and presented to the ARSA Committee in June.

The next item discussed was:

2. How can we better serve students in the context of being a “system” of institutions?
C. Transcript Procedures

President Johnson said every transcript request must be reviewed by a staff member.

Vice Chancellor Abba explained transcript and reverse transfer procedures. Currently students must request a transcript so coursework may be applied to the program of study at the home institution. Transcript exchange between NSHE institutions is currently occurring electronically, so it may be feasible for the fee to be waived whenever an electronic transcript is sent between NSHE institutions. . o4 (ccu)- mr a prog4 (n)-10 aurraoc ccucet thdt1 (

3. Action Taken – Alignment of NSHE Institutions – (Continued)

The Regents and presidents discussed how to best utilize instructional space and noted the following items that may need further consideration:

- data from each institution identifying courses that would make the most sense to offer during off-peak hours
- choices during off-peak hours for courses currently limited by intermittent availability or constrained by capacity to help students graduate sooner
- discounting classes offered during off-peak hours
- UNR's Fall 2015 rule which requires no more than 60 percent of classes be offered during peak hours
- graduate level demographics and programs and the need for weekend courses
- costs associated with utilizing space during off-peak hours
- current faculty course loads and adequate faculty
- difficulty in filling afternoon classes
- new and expanding programs may provide opportunities to utilize off-peak hours
- traditional attitudes need to change because of funding cuts and efficiency efforts
- parameters may work better than specific mandates
- non-traditional students need alternatives
- courses during non-peak hours may help promote RU/VH
- predictability is one of the most important factors
- faculty must be willing to teach on Fridays and Saturdays
- responsiveness to unique needs
- institutions can currently bring discounted tuition to the Board for approval
- unused space should be made available to community when possible
- laboratory space available at some institutions during off peak hours is heavily utilized

Chancellor Klaich said every other year in March the Board will receive space utilization data.

Chairman Trachok said the Board anticipates the presidents to come back in March with an update on what is being done to best address the innovative utilization of the facilities at each of their campuses.

The Board recessed at 2:30 p.m. and reconvened at 2:41 p.m. with all members present except Regent Hayes.

The Board reviewed the NSHE and institutional mission statements and discussed the extent to which they align and support the strategic directions of the Board, including shared services

President Curtis spoke about a proposal regarding CBC becoming a state college. The additional costs would be approximately \$100,000 per year and is equivalent to 04 Tw -17.3:24 (nt)-2 (d)-4 (53c8e

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Regent Melcher asked if President Curtis is using current registration fee rates the figures he noted. President Curtis said yes.

Regent Geddes said the Board will receive information from President Patterson on Nevada State College and the intention is to have a more thorough discussion about state colleges at the June Board meeting.

Chairman Trachok asked if service areas are a relevant discussion for 2016. President Curtis said for some issues service areas probably do matter.

Regent Geddes said common registration will help the System move away from service areas.

Regent Melcher said it is important to ensure all areas exist that are being serviced.

Regent Crear asked if GBC has student housing. President Curtis said yes.

Regent Melcher asked President Curtis to include information in his presentation to the Board in June on the pros and cons of moving to a state college and what policies and procedures the Board can implement to help make it easier for GBC to offer four-year degrees if GBC does not transition to a state college.

President Patterson said he would like to see the face fch- 0 Tc 0 Tw Tw -32 EMC /P <</MC0 (a)

4. Action Taken- Board of Regents Self Assessment

4. Action Taken –Board of Regents Self-Assessment (Continued)

Regent Lieberman said the Board is becoming more of a statewide board that serves the entire state rather than being divided over perceived “North” issues.

Regent Page spoke about cultivating healthy relationships with the presidents and the Chancellor.

President Burton thanked the Board for its leadership style.

Regent Leavitt spoke about delegating appropriate decision-making authority to committees and asked if the Board is meeting often enough.

Chairman Trachok asked

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4. Action Taken – Board of Regents Self Assessment (Continued)

Regent Melcher moved approval to direct staff to develop policy on Board self assessment and bring it back to the Board in June. Regent Pappas seconded. Motion carried. Regent Hayes was absent.

The Board recessed at 4:34 p.m. and reconvened at 4:40 p.m. with all members present except Regents Anderson and Hayes.

5. Action Taken– 201719 Biennial Operating Budget Program The Board directed the Chancellor to 1) meet with the presidents, finalize the priorities, provide initial numbers and bring that information back to the Board for its review in March; 2) consultation w c o5on(e)2 (s)-96-

5. Action Taken – 2017-9 Biennial Operating Budget Program*Continued*)

Regent Crear asked about budget cuts and efficiency. Chancellor Klaich said the institutions

5. Action Taken – 2017-

7. Approved – Sale Resolution for the Long Term Financing for the 42 Acre Parcel Near