

# **SPECIAL MEETING AND WORKSHOP**

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

System Administration, Las Vegas  
4300 South Maryland Parkway, Board Room

Thursday, October 19, 2017

Friday, October 20, 2017

Video Conference Connection from the Meeting Site to:

System Administration, Reno  
2601 Enterprise Road, Conference Room  
and

Others Present: *(Continued)*

Dr. Len Jessup, President, UNLV  
Dr. Marc A. Johnson, President, UNR  
Mr. Mark Ghan, Acting President, WNC

Faculty senate chairs in attendance were: Dr. Jill Acree, CSN; Dr. Zachary Woydziak, NSC; Ms. Marcie Jackson, SA; and Ms. Shannon Sumpter, UNLV. Ms. Kanani Espinoza, GPSA President, UNLV, was also in attendance.

Chairman Page called the meeting to order at 4:00 p.m. with all members present except Regents Crear and Stephens.

Regent Trachok led the Pledge of Allegiance. A 58-second moment of silence was observed in remembrance of the October 1, 2017, victims of the Las Vegas shooting.

1. Information Only – Public Comment

The following people voiced their concerns about the abrupt closing of the HIV Clinic and program

3. Approved – Acting President and Presidential Transition, WNC – (Continued)

Regent Anderson left the meeting.

Chancellor Reilly recommended P. Mark Ghan as Acting President of WNC and asked the Board to proceed with a national search.

Regent Lieberman moved approval of P. Mark Ghan as acting President of Western Nevada College (WNC) and to proceed with a national search. Regent r



6. Information Only – Habits of Highly Effective Governing Boards – (Continued)

Vice Chairman Geddes and Regents Trachok and Lieberman provided comments on Hallmark #10: An effective Board commits itself and the institution to due process and academic freedom for faculty and students.

Chairman Page, Vice Chairman Geddes, Regents Hayes and Trachok, Chancellor Reilly, and President Johnson provided comments on Management vs. Governance.

7. Information Only – Board of Regents Self-Evaluation – Dr. Kevin P. Reilly, AGB Senior Fellow, facilitated a discussion around perceptions of the Board's effectiveness in key areas of responsibility using qualitative data from the self-evaluation study. (*Ref. BOR-7 on file in the Board Office.*)

Dr. Reilly provided a summary on each of the following themes and then Regents provided feedback:

1. Board Orientation, Training and Continuing Development

There is a concentrated orientation at the start of a Regent's term, but there is a need for a more robust, organized, continuing development plan. There are training opportunities, through AGB and ACCT, for Regents to attend.

Chairman Page, Vice Chairman Geddes and Regents Del Carlo, Trachok, Hayes, Lieberman, and Anderson provided feedback.

2. Strategic Planning

A new Strategic Plan, with clear goals and metrics, and checkpoints to assess whether progress is being made, is needed. The institutions' strategic plans and how they coordinate with the System Strategic Plan should be included. The capital facility planning process is of concern. Some would like to see a more data-driven analytic process regarding building priorities.

Regent Lieberman left the meeting.

Chairman Page, Vice Chairman Geddes and Regents Carter and Hayes provided feedback.

3. Board Chancellor/President/Staff Relations

There is a sentiment that the Board is engaged and wants to do the right thing. There are mixed opinions on the relations between the parties. Expectation documents between the parties could be helpful in such areas such as what level of information the Regents want to receive from the Presidents.

7. Information Only – Board of Regents Self-Evaluation – (Continued)

3. Board Chancellor/President/Staff Relations – (Continued)

Chairman Page, Regents Trachok and Hayes, President Johnson and Chancellor Reilly provided feedback.

Regent Lieberman entered the meeting.

4. Board Culture

The Board does not shy away from tough issues. The Board shares sentiments on what people think about the Board's message after a meeting. Questions were raised whether the Board is creating too many policies. There is no clear line between the governance vs. management functions.

Vice Chairman Geddes and Regents Trachok, Del Carlo and Hayes provided feedback.

The meeting recessed at 7:35 p.m. and reconvened at 7:47 p.m. with all members present except Regents Crear and Stephens.

5. Getting the Good News Out

Regent Hayes left the meeting.

There needs to be widespread recognition for what the institutions are accomplishing. There is applause for Regent-supported initiatives. The Board must have a conversation on how to get the good stories out to the public.

Regent Hayes entered the meeting.

Chairman Page, Vice Chairman Geddes, Regents Del Carlo, Anderson and Carter and Presidents Averyt and Patterson provided feedback.

6. Information Only – Habits of Highly Effective Governing Boards – (Continued)

Dr. Reilly continued his PowerPoint titled "Consequential Boards and Committees" including: Board of Regents' Committees.

Dr. Reilly and the Regents discussed committees, duties and themes. Dr. Reilly provided examples of different methods other Boards have used to improve their committee structure.

The meeting recessed at 8:36 p.m. and reconvened on October 20, 2017, at 7:00 a.m. with all members present except Regents Anderson, Carter, Crear and Stephens.

7. Information Only – Board of Regents Self-Evaluation – *(Continued)*

6. Diversity, Student Success and Accountability

Regent Carter entered the meeting.

The Board has expressed a commitment to diversity, but some people question how it is playing out in System searches for new hires.





9. Information Only – Assessment of Higher Education Strengths and Challenges –  
*(Continued)*

Regent Trachok recommended the Chancellor obtain statements and policies from Presidents across the United States for the Regents to review and make an informed decision about freedom of expression policies at the January meeting. Vice Chairman Geddes asked that the discussion also include the institutional policies on free speech zones. Regent Stephens believed the discussion could be held in the Cultural Diversity and Title IX Compliance Committee and then it could make a recommendation to the full Board of Regents. Dr. Reilly mentioned AGB just issued a paper with recommendations for Boards on this issue.

Presidents Patterson and Hilgersom explained the concept of open source textbooks.

Dr. Reilly provided the following statistics from recent public opinion polls by the IBM Institute for Business Value and the New America foundation: 49 percent of respondents felt higher education was meeting the needs of students; 41 percent of respondents felt higher education was meeting the needs of industry; 43 percent of respondents felt they were given the skills to enter the workforce; 43 percent of respondents believe that a private four-year college/university is worth the cost; 53 percent of respondents believe that a public four-year college/university is worth the cost; 42 percent of Americans believe college is necessary for workforce success; and 57 percent of Americans say there are other ways to succeed in the world without a college degree.

The meeting recessed at 10:11 a.m. and reconvened at 10:17 a.m. with all members present except Regents Carter, Crear, Lieberman and McAdoo.

10. Approved – Strategic Planning: 2018 Goals – The Board approved to direct the Chancellor to continue the dialogue with stakeholder groups, make revisions and return in January 2018 with a final product. (S)

10. Approved – Strategic Planning: 2018 Goals – (Continued)

In response to a question from Chairman Page, President Johnson stated UNR is increasing the number of slots for nursing, nurse practitioner, mental health and acute care. President Hilgersom reported TMCC is making progress but is having trouble finding qualified nursing faculty. TMCC also has trouble with clinical spots because they are competing with private colleges for the spots. President Patterson stated the nursing program at NSC is fully expandable and is expected to graduate many more nurses. President Richards stated CSN has a steady production of nurses, but the demand in Las Vegas is much more. President Jessup stated the demand for nursing and physical therapy is very high. President Helens stated GBC has an innovative distance education nursing cohort that just completed the first year with a 100 percent graduation rate.

Regent Doubrava stated the Health Sciences System Committee heard how hard it was for the campuses to attract qualified nursing faculty because of salary inequities with the private sector. He suggested the Board work with the Legislature to devise a plan as it relates to clinical spots in the state.

Vice Chairman Geddes felt three to four peer and aspirational institutions was a better reflection as it relates to the metrics.

Regent Hayes asked for the following data:

- x How many people in each zip code are going to the institutions?
- x Break that number down between traditional and non-traditional students.

Regent Trachok stated the achievement goals must be realistic and focus on areas that the Board can control and make a difference.

In response to a question from Regent Del Carlo, Chancellor Reilly stated by having aspirational colleges, the System will be able to review its successes and non-successes, so best practices can be utilized.

Regent Del Carlo believed if the institutions moved from teaching in a traditional semester mentality to a more forward-thinking manner that people could move towards graduation if trained/taught faster



11. Information Only – Strategic Planning: Assessment of System Resources – (Continued)

Regent Trachok clarified the Academic and Student Affairs Department has four direct reports and two additional staff. Vice Chairman Geddes reiterated more staff is needed in Academic Affairs.

Chief Financial Officer Burton provided an overview of the Finance Department.

In response to a question from Vice Chairman Geddes, Chief Financial Officer Burton stated the Outsourced Chief Investment Officer (OCIO) will ultimately take less staff time from the System because the day-to-day operations and management of the pooled endowment will be handled by the OCIO. There will still be a regular amount of interface and oversight in terms of what the System must do according to the contract.

Chairman Page asked how long the System will maintain the old mainframes. Chief Financial Officer Burton stated a phase-out is being reviewed, but because of cost benefits and other factors, it was decided to not port over data from the old mainframes. Chief Financial Officer Burton stated once the whole system is cloud-based, the training and ongoing services will fall to the campuses.

Chairman Page clarified the OCIO is making the decisions and then notifying the System of the transfers. Chief Financial Officer Burton responded yes, but the Finance Department is doing the transactional work and debt management.

Regent Carter asked if studies have been done in the past about moving System Computing Services to the campuses. Vice Chairman Geddes responded it has been reviewed but the legacy systems and the information inside need to be supported. Chairman Page stated it might be worthwhile to bring in an outside consultant.

Vice Chancellor Brooks provided an overview of the Government and Community Affairs Department.

Vice Chancellor Mackinnon provided an overview of his role as Vice Chancellor of Community Colleges.

In response to a question from Chairman Page, Vice Chancellor Mackinnon stated a successful number of Promise Scholarship recipients would be the maximum number of students utilizing the whole allocation for unmet student needs in Summer 2018.

Vice Chancellor Mackinnon stated he has been asked to play a leadership role to help the community colleges.

Chancellor Reilly asked if the Board has any direction as it relates to the current configuration of System resources.

Regent Lieberman stated



9. Information Only – Assessment of Higher Education Strengths and Challenges –