

**SPECIAL MEETING**  
**BOARD OF REGENTS**  
**NEVADA SYSTEM OF HIGHER EDUCATION**  
System Administration, Las Vegas  
4300 South Maryland Parkway, Board Room

Friday, April 21, 2023

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. Byron Brooks, Chair
- Mr. Joseph C. Arrascada, Vice Chair
- Mr. Patrick J. Boylan
- Mrs. Susan Brager
- Ms. Heather Brown
- Mrs. Amy J. Carvalho
- Dr. Michele Cruz Crawford
- Mrs. Carol Del Carlo
- Mr. Jeffrey S. Downs
- Ms. Stephanie Goodman
- Mr. Donald Sylvantee McMichael Sr.
- Ms. Laura E. Perkins
- Dr. Lois Tarkanian

Others Present:

- Mr. Dale A.R. Erquiaga, Acting Chancellor
- Ms. Crystal Abba, Executive Vice Chancellor and Chief of Staff
- Dr. Natalie Brown, Assistant Vice Chancellor, Workforce Development and Community Colleges
- Ms. Patty Charlton, Acting Vice Chancellor, Academic and Student Affairs and Community Colleges
- Mr. Andrew Clinger, Chief Financial Officer
- Mr. James J. Martines, Vice Chancellor and Chief General Counsel
- Ms. Keri Nikolajewski, Interim Chief of Staff to the Board
- Mr. Alejandro Rodriguez, Director of Government Relations
- Dr. Federico Zaragoza, President, CSN
- Ms. Joyce M. Helens, President, GBC
- Dr. DeRionne Pollard, President, NSC
- Dr. Keith E. Whitfield, President, UNLV
- Mr. Brian Sandoval, President, UNR
- Dr. J. Kyle Dalpe, President, WNC





2. Approved – Minutes – *(Continued)*

Regent Boylarvoiced his support for Regent Del Carlo and added that he was also not contacted for his availability to attend a special meeting.



4. Information Only – Strategic Plan Implementation: Next Steps for NSHE (Continued)

Regent Brager stated CCSD is losing students, and the problem is that the needs of the students are not being met, so parents and grandparents are looking at other ways to educate them. NSHE does not do all it can with the CCSD students to see where they want to go and what they want to do.

Regent Cruz Crawford stated that it isn't that students don't want to do something. It is that they haven't been asked how they can be helped. Mentorship needs to be job-embedded into all careers.

Regent Perkins stated if NSHE wants students to come and receive their certificates, they must put the certificates in the same category as degree-seeking students.

Regent Goodman stated NSHE needs to think about the students that automatically opt out of higher education. A student ambassador program is needed.

Regent Brager stated Nevada is unique. NSHE must find ways to increase student achievement.

In response to a question from Regent Downs related to enrollment management, Acting Chancellor Erquiaga believed that NSHE could do more by working jointly across the institutions to aggregate the data for best practices.

Chair Brooks asked how NSHE is setting students and supporting the institutions NSHE must provide a clear picture of what the individual institutions provide. The Board needs to discuss whether dual enrollment statewide mission service areas are based when it talks about strategy.

Regent Perkins left the meeting.

Regent Brown stated she is invested in building the strategic plan for the System, and she appreciates that the Board and Chancellor are ready to do a deep dive into how to raise retention rates and make college more accessible by creating more exposure. She believed NSHE needed a better working relationship with school board trustees. Regent Brown is optimistic that a funding study will take into account that community colleges have very different needs than

4. Information Only – Strategic Plan Implementation: Next Steps for NSHE (Continued)

Regent Boylan suggested a joint meeting between the Board and the State Board of Education.

Regent Del Carlo stated this was one of the healthiest conversations as a Board, and she stated there is much more to discuss.

Regent Downs thanked Acting Chancellor Erquiaga for the presentation. He asked that retention be explored more.

5. Information Only – Multi-Campus District Model, CSN CSN President Federico Zaragoza and Vice President and Provost Clarissa Ochoa at Las Vegas Campus, updated the Board on the multicampus district model utilized at CSN (Refs. BOR-5a and BOR-5b on file in the Board Office.)

Regent Goodman left the meeting.

Regent Perkins asked if there were advisors at the North Las Vegas Campus. Vice President and Provost Sonya Pearson, West Charleston Campus, stated that subsequent organizational charts list advisors. Although advisors are not listed for the North Las Vegas Campus, the chart will be updated to include the advisors.

In response to a question from Regent Perkins related to grants, Vice President Pearson stated CSN intentionally makes sure all grants apply to all the regions in order for all students to benefit. CSN President Zaragoza stated most of the grants require multiple municipalities.

Regent Goodman entered the meeting.

Regent Cruz Crawford asked what requirements advisors must have to become an advisor. Interim Associate Vice President and Chief in Charge Henderson Campus, Rebecca Gates responded an academic advisor requires a bachelor's degree.

Regent Cruz Crawford asked what CSN does for new student onboarding. Vice President Pearson stated the onboarding process is comprehensive. CSN works extensively with the central team to instigate outreach campaigns with students. There are prescribed steps as they enter. In addition, the retention team is on the front line to ensure the students know they have people around them as they go through the process.

Regent Downs acknowledged he was trying to understand the campus district model and asked if the vice presidents are not academic, how do they grow the programs. CSN President Zaragoza stated program development is centralized and through the Vice President of Academic Affairs.

5. Information Only – MultiCampus District Model, CSN (Continued)

Regent Downs asked for clarification on the graduation rates, and CSN President Zaragoza responded all the bullets pertain to the early colleges. He acknowledged they had problems putting the PowerPoint together.

Regent Boylan believed there were too many administrators. CSN President Zaragoza stated that all the multi-campus model positions are ~~cost~~ neutral because they were ~~already~~ in the structure. The positions have now been reallocated to the individual campuses.

Regent Brager left the meeting.

Regent Carvalho asked if this makes it difficult for students to get what they need at their closest campus. CSN President Zaragoza stated the pathways are at all campuses, and CSN is always looking for better ways to provide a student experience.

Regent Del Carlo noted that CSN has done great with its resources and model. CSN President Zaragoza stated the intent with capacity funding is that once the investment is received, the enrollment growth will be able to sustain it.

Regent Goodman stated from a business perspective that the Vice Presidents are working as the CEOs of their campus and municipalities.

In response to Regent Boylan's question about the number of Vice Presidents, CSN President Zaragoza believed it was six total, but he would confirm the number.

Regent Brager entered the meeting.

Chair Brooks asked how the student experience data was aggregated. Vice President Cota stated the campuses have a program that when students log in, they will receive an email asking how the service was and their impression. Chair Brooks stated that was a solid testament to how CSN is set up and the student's experiences.

In response to a question from Chair Brooks about programs that may cost less, CSN President Zaragoza believed that this was the optimum model in mind with current resources. Other models have low graduation rates, low attachment to the communities, and a lack of alignment with the workforce.

The meeting recessed at 12:35 ~~and~~ reconvened at 12:51 p.m. with all members ~~present~~ except Regent Tarkanian

6. Approved – Code ~~Revision~~, Vacancy in the Office of Chancellor ~~The Board approved a~~



8. Approved – Food Services Agreement Amendment ~~UNR~~ (Continued)

UNR President Brian Sandoval presented an amendment to the Compass Group USA, Inc. food service contract at UNR for providing food services to the Lake Tahoe location commencing May 20, 2023.

Regent Bragem moved approval of an amendment to the Compass Group USA, Inc. food service contract at UNR for the provision of food services to the Lake Tahoe location commencing May 20, 2023. Regent Boylan seconded.

Regent Goodman clarified that because of the timeframe UNR would like to be approved, and the audit issues will be dealt with later. UNR President Sandoval stated that corrective action had begun.

In response to a question from Regent Carvalho related to the audit findings, Vice President for Student Services Shannon Ellis stated the findings stem from Chartwells lack of compliance with specific commitments and UNR's lack of oversight and follow up as a University. There are no health inspection concerns or financial discrepancies, particularly after the audit findings. What is most relevant to this item today is the final audit report has recommendations to improve Chartwells performance and UNR's monitoring of that performance, as well as action plans and responses.

Vice Chair Arrascada

9. Approved – Annual Athletics Reports, UNLV, UNR, CSN, and TMCC – (Continued)

In response to a question from Regent Brager related to hockey, Athletic Director Harper noted that hockey is a club sport at UNLV.

Regent Cruz Crawford stated that children engaged in poverty don't participate in organized sports because they are expensive. She thanked Athletic Director Harper for supporting her students who could attend a UNLV Basketball game and were given a UNLV t-shirt.

Regent Del Carlo stated the discrepancies in head coach salaries are unfair. Athletic Director Harper stated UNLV does review each year.

Regent Carvalho commended UNLV Athletics for its successful year. Service outreach events are impactful for all in attendance.

Regent Carvalho stated operating revenues were approximately \$10 million more, but projections go backward. Athletic Director Harper noted anomalies such as season ticket holders opting out of the season due to mask requirements and game guarantees.

Regent Del Carlo moved approval of the UNLV Athletics Report for Fiscal Year 2021-2022. Regent Brager seconded. Motion carried. Regent Tarkanian was absent.

Regent Cruz Crawford left the meeting.

UNR President Brian Sandoval introduced Athletic Director Stephanie Rempe. Athletic Director Rempe presented the UNR Athletics Report *(BOR-9b on file in the Board Office.)*

Vice Chair Arrascada moved approval of the UNR Athletics Report for Fiscal Year 2021-2022. Regent Goodman seconded. Motion carried. Regent Cruz Crawford and Tarkanian were absent.

10. Approved – Roles of Chief of Staff and Special Counsel, Board of Regents The Board approved to establish 1) a Chief of Staff position and 2) a new position in the Office of NSHE General Counsel that supports the Board of Regents and reports to the Chief General Counsel. *(Ref. BOR-*



10. Approved – Roles of Chief of Staff and Special Counsel, Board of Regents – (Continued)

Regent Del Carlo stated there are only four Regents left on the Board who know what it is like to have the position combined. The Board has been left vulnerable without its own legal counsel. Regent Del Carlo appreciated the job that Ms. Nikolajewski has done but does not favor a part-time counsel position.

Regent Downs asked if there would be a level of independence if an attorney were hired that worked for the Board and then filled the gap in the General Counsel Office. Chief General Counsel Martines stated that this is a critical piece of the position that has always been missing. This is an excellent opportunity for the Board to define the duties. The Board is the acting body of the organization. There should not be a time when there is a conflict between the Board and the General Counsel's Office. If a conflict arises, loyalty stays with the Board.

Regent Brown stated she would like to see a separate position and did not believe it was fair for the Board to keep operating this way. She would like someone to represent the Board, provide guidance, and help make the changes the Regents want to see.

Regent Brown left the meeting.

Regent Brager believed that this 13-member nonpaid entity is hugely understaffed. Regent Brager suggested hiring a counsel that can be equally distributed while keeping the Chief of Staff position.

Regent McMichael moved approval to split the Chief of Staff and Special Counsel position into two separate positions.

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10. Approved – Roles of Chief of Staff and Special Counsel, Board of Regents – (Continued)

Regent Cruz Crawford asked Chief General Counsel Martines to explain the differences between the two options. Chief General Counsel Martines clarified that the motion would provide direction from the Board to staff to bring back the *Handbook* revisions that are necessary to effectuate the changes. Option 2a establishes the Chief of Staff and a new position in the NSHE General Counsel's Office dedicated directly to the Board of Regents. Option 2b establishes the Chief of Staff as a separate position and a new position in the Board Office as Special Counsel that reports directly to the Board.

Vice Chair Arrascada asked what percentage of responsibility for the new position would be dedicated to the Board. Chief General Counsel Martines stated that would be figured out at the staff level and brought back to the Board for approval.

Regent Boylan noted he is not in favor of a split position and clarified that if this passes, changes to the Bylaws will return for approval by the Board. Chief General Counsel Martines stated this would be direction from the Board to bring back amendments to the Board for approval.

Regent Carvalho clarified that no one is changing positions today. Chief General Counsel Martines stated that is correct because any changes require *Bylaw* revisions.

Motion carried via a roll call vote. Chair Brooks, Vice Chair Arrascada, and Regents Brager, Carvalho, Cruz Crawford, Del Carlo, Downs,

9. Approved – Annual Athletics Reports, UNLV, UNR, CSN, and TMCC – (Continued)

Regent Bragemoved approval of the CSN Athletics Report for Fiscal Year 2021-2022. Regent Carvalho seconded. Motion carried. Regent Brown and Perkins were absent.

TMCC President Karin M. Hilgersom introduced

