

VIDEOCONFERENCE

**SPECIAL MEETING MINUTES**

BOARD OF REGENTS  
NEVADA SYSTEM OF HIGHER EDUCATION  
Conference Rooms, System Administration  
2601 Enterprise Road, Reno  
5550 W. Flamingo, Las Vegas  
Thursday, June 1, 2006

Members Present: Mr. Bret Whipple, Chair {Las Vegas site}

reports included, but were not limited to, the general overview of the biennial budget process, the establishment of System priorities, a discussion of the Fall 2005 Space Utilization and Inventory by institution, and a proposal for budgets associated with the Health Sciences Center. In order to comply with the State's budgetary timelines, the Capital Improvement request must be finalized by the Board in June 2006, and the Operating Budget/One-shot requests must be finalized by the Board in August 2006 (Bound Report for use at June 1 and June 8-9 meetings on file in the Board office).

Executive Vice Chancellor Klaich thanked System Administration employees Dr. Jane Nichols, Mr. Dan Miles, Mr. Larry Eardley, Ms. Crystal McGee and Ms. Ginny Wiswell for their assistance in preparing the biennial budget requests. He also thanked the institution Presidents and their staffs for their efforts in this process. Executive Vice Chancellor Klaich recalled that the operating budget request for the 2007-2009 biennium blends together a number of important elements including Board of Regents' priorities, the NSHE master plan, the funding formula, instructions from the Governor, legislative actions and the needs of the individual institutions. He related his presentation would also include a budget request for the University of Nevada Health Sciences Center (UNHSC). He assured members that the Center would not be built on the backs of the institutional budgets. Because it is such a critical state need, new state dollars will be requested rather than a reallocation of System budgets. NSHE is seeking an increase in the state operating budget for the implementation of this project (from \$27 million to approximately \$53 million 3m

enrollment. The obvious area for improvement for both universities is upper-division, which is a retention issue. Retention has a huge impact on these numbers. There are also not enough classrooms to meet the current demand.

Executive Vice Chancellor Klaich explained that the adjustment to the funding formula was currently unknown. This is a stand-alone request and firm numbers will be provided at a later date.

Vice Chancellor Nichols reported that the first priority recommended for Board adoption is an adjustment to the funding formula for enrollment growth and to preserve the institutions' budgets, though the figure has not been determined at this time. In addition to growth and enrollment, enhancements are also requested. The enhancements are comprised of:

1. Student Access and Success:

Caseload Adjustment/Growth (AB 203) – Before the 2005 Session, the Legislature's Interim Study Committee brought in a team of experts to address whether or not higher education in Nevada was as efficient and effective as it could be. Area of improvement noted:

CCSN base budget adjustment for student services (\$21 million).

Counseling/Advising/Student Services – Budgeted amounts by institution for what it would take to improve retention, access and success for students.

Part-Time Faculty Enhancements - \$6,977,323 for each year of the biennium.

STEM Initiative (Science Technology Engineering and Mathematics):

Nevada STEM Scholarship Program – Though not part of the budget request, this bill draft builds on the new federal SMART Grant program. These need-based scholarships will target baccalaureate degree-seeking







Regent Wixom asked about student growth. He asked whether the dip in enrollments was due to a failure to reach out to minority communities within the state. V

make the transition from high school to the university where more initiative is necessary on the part of the student.

Regent Howard questioned how the amount of money requested by NSC for counseling and advising (\$1 million) would be justified by the Legislature. She also asked how they would justify the \$65 million capital request for NSC. She could not understand the justification with the small number of students for that institution. President Maryanski explained that NSC was requesting funds to formalize and establish their advising center. In concert with the other institutions in the state, the recent initiative to establish a transfer center as part of NSC's outreach to develop 2+2 programs at the community colleges NSC will require staff at the community colleges to advise the students properly. Currently, no staff has been dedicated to the issue of retention. There is also no staff in the student activities area. He felt that NSC's total operating budget request was not disproportionate. Regent Howard said she would like more detail.

Regent Schofield observed that the statistics appeared skewed because people are obtaining their degrees at different points in their lives and not necessarily in four straight years. He agreed that money was necessary to provide adequate counseling.

Regarding the MESA project, Adopt-a-School and College Bowl Sunday, Regent Wixom asked how the effectiveness of these programs was measured and how it would be measured in the future. Vice Chancellor Nichols replied there would be an annual report on those programs to the Board and to the Legislature on the Adopt-a-School program. With all of the programs it is expected that long-term impacts will be realized in the number of students who will go into math, science, technology and engineering who might not have. Increasing the number of majors and teachers in those fields will be an indicator. The Adopt-a-School, MESA and scholarship programs will be designed and measured by those factors. It will take time. Currently they are reporting the number of students, what they are doing, whether they are persisting in the program and whether the

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areas. Chancellor Rogers replied he did not know the specifics. General authority of the person who is running all of the medical efforts would be defined by the Board. Regent Dondero established that the UNSOM would remain in Reno. Chancellor Rogers said the first two years of the medical school would remain in Reno. The final two years are served in Las Vegas. He said they were not moving anyone, but rather were trying to coordinate all of the efforts throughout the entire state.

In reference to developing four new advanced dental education programs, Regent Sisolak suggested that if they misspoke four years ago when they said they would not ask the state for more money, they should just admit it. President Harter explained that for the basic, fundamental dental school (the doctoral in dental medicine) that UNLV was fully enrolled with 300 students. Except for an inflationary increase, UNLV would not ask for any state funds. There are a total of eight residency programs or post-doctoral programs that train people in dentistry specialties. UNLV has two of the eight specialties and is requesting a

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small amount of funding to create these residency programs, which would provide post-doctoral training in these specialty areas for people in Nevada. Regent Sisolak did not believe that was the Legislature's understanding, nor was it his understanding when the Board initially voted on the dental school. Chancellor Rogers said the distinctions may not have been clearly made at that time. He felt it was unreasonable to say that the dental school would never ask for state money.

Regent Gallagher asked how the Presidents with these professional schools fit into the organizational chart. Chancellor Rogers said the Presidents would continue to report to the Chancellor, but would also interact with the Executive Vice Chancellor for the Nevada Health Sciences system. That person will be a coordinating figure rather than a boss. Differences among the institutions would be mediated by the Executive Vice Chancellor, but the Chancellor will determine final resolution.

Chair Whipple asked whether the Dean of the medical school would have one or two bosses. Chancellor Rogers said that would need to be determined. The Dean of the medical school will report to the President of UNR. When there are issues that relate to the relationship between the medical school and the dental school or any of the other health professions, the Executive Vice Chancellor for Health Sciences will coordinate those efforts. If there is a problem, the Dean and/or the President can appeal to the Chancellor. Chair Whipple clarified that the line of authority would remain the same, but there would be an additional entity for coordinating purposes.

Regent Rosenberg established there would be an authority for the health sciences. He asked whether there would be another Executive Vice Chancellor. Chancellor Rogers replied there would be a Chief Executive Officer as a Vice Chancellor. The title would be determined by the Board. There will also be an Operating Officer who is responsible for coordinating budgets in the Nevada Health Sciences system. He was unsure about exact titles at this point. Regent Rosenberg observed that the person hired would have two assistants. Chancellor Rogers agreed. The head Vice Chancellor will have oversight over all of the medical institutions. A Chief Operating Officer will be required to raise money to fund this project. Additionally, someone will be necessary to interact with the Legislature, the Governor and local entities.

Regent Leavitt observed that the Health Sciences Center Committee had indicated that the organizational design/structure would be debated at the next Health Sciences Center Committee meeting. These plans are somewhat in their infancy. Chancellor Rogers said they were trying to be all inclusive by involving all areas of the state in order to assure the projects success.

Regent Hill appreciated the Chancellor's efforts to involve different constituencies. With all due respect to the Chancellor's managerial expertise, he did not foresee how this would work with a President and an Executive Vice Chancellor for Healthcare. He suggested that it would require a significant amount of thought. Chancellor Rogers assured him there was a lot of thought going into this and that he understood that someone would need to have the final decision, which would likely be the Chancellor.

get things done.

Chair Whipple asked whether the Board's Health Sciences Center Committee was working in conjunction with the Governor's task force. Regent Leavitt replied they were working closely with Lisa Serwin who is the Executive Assistant to Don Snyder, who was chairing the Governor's task force. Senator Hecht is also a member of the Board's Committee. They are attempting to present a united front with the request to include the nursing groups as well. He said they had representatives from all three groups. He felt that everyone is aligned and working together. Chancellor Rogers said he had never put such a large deal together before. He anticipated there would be many starts and stops. He felt this is the future of medical care in this state. He asked all Board members to be supportive.

Chair Whipple observed that the goal of this initiative and the numbers are so large. He wanted ensure that all groups are on board. He was concerned about a successful legislative presentation without spreading the Chancellor too thin. Chancellor Rogers said they are meeting with representatives daily to discuss the magnitude of the project. The mood of the public is to develop something like this. He said this is the one chance to do this or we'll send everyone out of state for medical care. He felt the atmosphere was accepting of this proposal. He said they had received fairly good response from the town meetings that have been held.

Regent Leavitt observed that most people felt the request was too modest. He said it would require significant resources. He observed that the Chancellor has been working very closely with the Governor and those running for office. Some of the pressure will be removed by the Legislative Committee that will be making some of the same requests. He did not believe they would dip into the System request. These are separate line items requested separately so as not to diminish the other extraordinary System needs.

Chancellor Rogers met with President Harter to discuss a strategy for raising private money. It will involve the System Foundations and the Chancellor's office. He estimated it is a \$500 million to \$1 billion project. He believes that \$400-500 million could come from the private sector.

Regent Alden was under the impression that the primary mission for NSC was undergraduate education for nursing and teaching. He established that the main focus for NSC and other state colleges would be providing teacher education. Vice Chancellor Nichols agreed, adding that it was reflected in the budget. He asked whether they were developing another school of nursing for the Health Sciences Center. Vice Chancellor Nichols replied they were not. She related the key to doubling the nursing output is educating professors who can teach nursing. Thus, extra money was included for UNLV's doctoral program and they created a master's program in nursing that specifies teaching for the community college faculty. Regent Alden felt that undergraduate education for nursing and teaching belongs at the state college and the community colleges. Vice Chancellor Nichols stated that both universities will continue to produce nurses. The emphasis is shifting at the universities to the graduate level.

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Executive Vice Chancellor Klaich stated the Chancellor has convened a System-wide task force of all the nursing programs within the state. They will bring those together with the same type of conceptual framework as that going into the HSC so the programs will work together.

Regent Alden asked whether residencies and fellowships were identical. Dean McDonald replied they were not. Regent Alden asked about the current number of residency programs in the state. Dean McDonald replied they have internal medicine (north and south), pediatrics (south), psychiatry (north and south), surgery(south) and family and community medicine (north and south). Chancellor Rogers said they were not ready for specifics yet. This is a major, billion-dollar project that cannot be picked apart \$10 at a time. Regent Alden asked how many residencies there would be in the state if all specialties were offered. Dean McDonald replied that Nevada has a very limited repertoire when compared with other states offering medical education.

Chancellor Rogers said there is a very strong feeling in southern Nevada about whether the medical school should be expanded in northern Nevada. There is a very strong feeling in northern Nevada as to whether

southern Nevada is trying to steal the medical school. Southern Nevada needs to support expansion of the medical school in Reno from 50 students to 100. Reno needs to support the expansion of the Health Sciences Center in Las Vegas because that is where southern Nevadans will be educated and treated. Everyone needs to get something positive out of the deal. All eight institutions are involved in the Health Sciences Center. Any feelings of discontent could destroy the project.

Regent Wixom felt the Regents were on board with the Health Sciences Center concept. One area of focus is the health needs of Nevada and the medical school. Another area of focus relates to student access and success, P-16 and other related issues. When addressing budget issues, the Board needs to discuss the Health Sciences initiative or the student access/success initiative operating in tandem and not in conflict. Chancellor Rogers said that is why the medical budgets were included with the Health Sciences Center project. These two initiatives are equally important. Concessions may need to be made at a later date. Regent Wixom was concerned about giving the Legislature the impression that the request was overly generous. He felt that the needs of the medical center and the needs for student access and success need to be clearly identified. Chancellor Rogers agreed. He said they had spent significant time balancing the requests so as not to overlook basic educational needs.

Executive Vice Chancellor Klaich reminded Regent Wixom about the research theme that is also emphasized in the budget request. There are three areas of concentration. This request will come forward from the Governor's Commission and the Interim Legislative Committee, which will lend credence to the System's request and differentiate the request from the request for the base System budget in a meaningful manner.

Regent Sisolak observed that they were three complementary issues and not competing with one another. He then addressed part-time faculty salaries. He observed that some

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institutions had made greater progress than others and asked whether that had been taken into account so those institutions 1In