

Minutes approved by the Board of Regents at its March 5-6, 2026, meeting.

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

University of Nevada, Las Vegas
Student Union, Ballrooms B & C
4505 S. Maryland Parkway, Las Vegas

Thursday, December 4, 2025

Friday, December 5, 2025

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
Ms. Stephanie Goodman, Vice Chair
Mr. Joseph C. Arrascada
Mr. Aaron Bautista
Mr. Patrick J. Boylan
Mrs. Susan Brager
Ms. Heather Brown
Mrs. Amy J. Carvalho
Mrs. Carol Del Carlo
Dr. Jeffrey S. Downs
Mr. Carlos D. Fernandez
Mr. Pete Goicoechea
Ms. Jennifer J. McGrath

Others Present: Mr. James Martines, Officer in Charge, Vice Chancellor &
Chief General Counsel
Dr. Daniel Archer, Vice Chancellor for Academic &
Student Affairs
Ms. Keri D. Nikolajewski, Chief of Staff to the Board of Regents
Mr. Chris Viton, Vice Chancellor of Budget & Finance/ Chief
Financial Officer
Ms. Terina Caserto, Director of Policy
Ms. Renée Davis, Associate Vice Chancellor for Academic &
Student Affairs
Mr. Chris Nielsen, Special Counsel to the Board of Regents
Mr. Alejandro Rodriguez, Director of Government Relations
Ms. Lauren Tripp, Chief Internal Auditor
Dr. Marcia Turner, Associate Vice Chancellor for Health Sciences
Mr. Michael B. Wixom, Special Real Property Counsel
Dr. Stacy S. Klippenstein, CSN President
Dr. Kumud Acharya, DRI President
Others Present: *(continued)* Dr. Amber Donnelly, GBC President
Dr. Amber Lopez Lassater, NSU Acting President
Dr. Jeffrey W. Alexander, TMCC President

Others Present: *(continued)* Dr. Chris Heavey, UNLV Interim President
Mr. Brian Sandoval, UNR President
Dr. J. Kyle Dalpe, WNC President

Faculty senate chairs in attendance: Tracy Sherman, CSN; Dr. Vera Samburova, DRI; Oscar Sida, GBC; Dr. El Hachemi Bouali, NSU; Cruz Laudenslager, System Administration; Dr. Jinger Doe, TMCC; Dr. Maria Roberts, UNLV; Dr. Jennifer McClendon, UNR; and Eric York, WNC. Student body presidents in attendance: Sovereign Hone, CSN; Jennifer Rodriguez Serrano, GBC; Lahana Pearce, NSU; Brianna Malasaga, TMCC; Kelechi Odunze, UNLV-CSUN; Devin Lopez, UNLV-GPSA; Carmina Aglubat, UNR-ASUN; Ratchanya Dev Chinnappan, UNR-GSA; Karla Salas, WNC; and Devan Glensor, UNR-ASUNSOM. NSHE Classified Council member in attendance: Stacey Fott, UNLV, President.

Chair Byron Brooks called the meeting to order at 12:02 p.m. with all members present. The University Police Department Honor Guard consisting of Officer Petty, Officer Wells, Officer Lopez, and Officer Marrero presented the colors; and UNLV graduate student Valeria Dapena Torres performed the National Anthem. Regent Fernandez led the Pledge of Allegiance.

Chair Brooks announced that Agenda Item 23 (*Procedures and Guidelines Manual Revision, Tuition and Fees Increase, Academic Years 26-27, 27-28 and 28-29*) will effectively be heard as an information only item. Agenda Items 24 (*Procedures and Guidelines Manual Revision, RN to BSN Tuition and Fees, NSU*), 25 (*Procedures and Guidelines Manual Revision, Differential Program Fees, UNLV and UNR*) and 26 (*Procedures and Guidelines Manual Revision, Student Fees*) will be heard at the January 16, 2026, Board of Regents special meeting.

Mr. Chris Nielsen, Special Counsel to the Board of Regents, provided procedural reminders for public comment.

1. Information Only-Public Comment – The following individuals spoke in favor of collective bargaining rights for graduate assistants: Alea Droker, Joaquin Diaz-Rossignoli, Danny Benkelloun, Ted Johnson, Alain Desaix, Wynn Tashman, Rebecca Leung, Lena Jude Lacharaze, and Rachel Dewald; comments provided raised concerns about lack of employment protections, economic hardships, academic freedom, and research integrity and accountability.

Mariana Alonzo expressed appreciation to the Board for its time and inclusion in the policy-making process.

The following individuals submitted written public comment:

- Expressed opposition to the proposed increase in tuition and registration fees (Agenda Item 23): Tam Tran, Tripp Henager, Ronelle Moreau, Jacquelyn Guzman, Austin Liveri, Jennifer Saucedo, Mikayla Jones, Ashley Acevedo, Giovanni Jones, Diana Rodriguez and Valerie Macias.

1. Information Only-Public Comment – (Continued)

- Expressed support for the proposed increase in tuition and registration fees (Agenda Item 23): Freddie Parmenter.
- Expressed concerns or neutrality on the proposed increase in tuition and registration fees (Agenda Item 23): Ayden Kruger-Crowe, Sukhmandeep Singh Kaur, and Angelina Riley-Garbutt.
- Expressed support for the TMCC student activities fee within the student fees proposal (Agenda Item 26): Gianna Ruiz and Pulin Muangsiri.
- Expressed neutrality on the TMCC student activities fee within the student fees proposal (Agenda Item 26): Gabriela Melendrez-Chavarin.
- Expressed support for bringing back Hey Reb as the UNLV mascot: Carter Wilkerson, Conner Lowry, Zach Rodriguez, Phillip Luchetta, Dylan Differding, Timothy Morrissey, Treena Luchetta, Dylan Kelleher, Greg Baca, Adam Moyer, William Scarlett, Jason Kelly, Temme Schwerdtfeger, Kevin Smith, Justin Terry, Phillip Carter, Austin Rowe, T. Walker, Taylor Prince, Ashleigh Wilantt, Jake Shelton, Neil Smith, Jose Figueroa, Daniel Leon, Dennis Miller, Corey Downey, Nicolas Fernandez, George Cole, Lori Cole, Benjamin Grevelis, Bryon Cole, Spencer Wirig, Randall Larson, Anna Duran, Michael Garth, Carlos Garcia, Jordan Dove, Jay Raman, Rachel Gaglio, Tom Gaglio, Justin Lewandowski, and Dennyrene Kevish.
- Expressed opposition to bringing back Hey Reb as the UNLV mascot: Ravi Rambaran.
- Encouraged the Board to add an agenda item to the next meeting to discuss the pay and contract length for part-time instructors: Ariel Santos.

2. Information Only-Institutional Student and Faculty Presentations – UNLV Interim President Chris Heavey expressed thanks to meeting organizers and introduced Taylor Gerson, Ph.D. Candidate and Ayan Sengupta, Ph.D., Assistant Professor who each presented their research.

Ms. Gerson used a heist analogy to explain how Shigella bypasses the immune system. Her work identifies for the first time that the key master regulatory protein, VirB, must bind to a small molecule called CTP to act as a “passcode” that triggers harmful infections genes; further, she highlighted a novel drug that could lead to new treatment of antibiotic-resistant infections.

Dr. Sengupta shared his professional journey in neuroimaging, highlighting his work with Nobel Laureate Sir Peter Mansfield, and discussed his current research on Spaceflight-Associated-Neuro-Ocular-Syndrome (SANS). Additionally, he introduced a groundbreaking portable AI-enable MRI system that allows scans on patients with pacemakers and can also be deployed to underserved communities via mobile imaging centers.

Regents found the presentations impressive and expressed encouragement to Ms. Gerson and Dr. Sengupta continue their good work.

3. Information Only-Regents' Welcome, Introductions and Reports – Regent McGrath and others celebrated Regent Del Carlo becoming the Chair of the Association of Community College Trustees (ACCT) Board of Directors. Regent Del Carlo provided an update on her new role, noting a focus of her work with ACCT will be on the health and wellbeing of institutional leaders and workforce development initiatives. She also shared an update on her recent visit to the Association of Colleges in the U.K.

Regent Arrascada reported on his attendance at the Complete College America conference in Baltimore. He noted sessions on AI-enabled operations for institutions, a strong focus on high-impact academic support and basic needs, and the 10th anniversary screening of *No Greater Odds*, a documentary following five CSN students.

Regent Boylan attended two safety seminars where preparedness for national emergencies and terrorist attacks was discussed. He recommended hosting more safety seminars for the NSHE System.

Regent Goicoechea acknowledged the anniversary of his first year as a Regent and thanked his colleagues for their support.

Regent Brown noted she is in the third year of her term and is extremely proud of what has been accomplished. She thanked her colleagues, System and institutional staff, and students for their partnership. Regent Brown emphasized the importance of the student pipeline for Nevada's economy, particularly through initiatives such as Credit for Prior Learning.

Vice Chair Goodman discussed initiatives to assess freedom of speech on campuses and intentions to launch studies on all NSHE campuses.

Regent Fernandez noted he will bring back recommendations regarding academic freedom and institutional integrity from an upcoming conference of the Association of Governing Boards of Universities and Colleges.

Regent Downs recognized Dave Singleton, NSHE Policy Analyst, for his successful presentation on Nevada's statewide post-secondary math alignment at a recent national mathematics conference.

Regent Carvalho updated the Board on her role with the Springs Preserve and as NSHE's representative on the State Board of Education. She expressed a desire to coordinate a joint meeting with the State Board in the future.

Chair Brooks expressed appreciation for Regents' dedication to enhancing higher education in Nevada.

4. Information Only-Board Chair's Report (Agenda Item 8) – Chair Brooks and UNLV Interim President Chris Heavey presented a certificate of achievement to Dr. Satish Bhatnagar, a distinguished faculty member of fifty-one years. Dr. Bhatnagar has authored thirteen books and taught 75 different courses. In his acceptance speech, he dedicated the

4. Information Only-Board Chair's Report (Agenda Item 8) – (Continued)

award to two former colleagues and emphasized the importance of recognizing employees' long-term institutional service.

Chair Brooks presented a certificate of recognition to Rabbi Tzvi Bronchtein and Mrs. Rivkah Bronchtein, honoring their over twenty years of service through Chabad at UNLV. He praised them for creating an extraordinarily welcoming environment for students of all faiths and highlighted offerings including Shabbat services, Torah study, and culinary classes. He thanked them for transforming the Chabad House into a sanctuary offering comfort, empathy, and a place for students to gather, share their experiences, and process their grief in the immediate aftermath of the December 6 campus shooting.

Regent Arrascada left the meeting.

5. Information Only-Chair of the Nevada Student Alliance Report (Agenda Item 4) – Jennifer Rodriguez Serrano, NSA Chair, highlighted several initiatives across NSHE campuses. CSN held open forums to discuss the upcoming fee increase proposal. GBC's student government submitted its constitution for legal review and is developing a student needs survey; additionally, they are refreshing food pantries and preparing for a scholarship launch in January. NSU is focused on reducing out-of-pocket costs through food bank partnerships and seven new scholarships. TMCC hosted forums and passed a resolution to increase the student activity fee by one dollar to enhance student services and programming. UNLV's GPSA is completing a constitutional overhaul and revamping the graduate research forum; also, a \$15,000 commuter fund has seen over 100 applications to support student access to campus. UNR's ASUN is focused on shared governance initiatives, food drives, and support for the Honors College student fee, while GPSA advocates for campus safety policies. WNC held a holiday food drive and is hosting a "De-stress Fest" during finals week.

6. Information Only-NSHE Classified Council Report (Agenda Item 5) – Stacey Fott, NSHE Classified Council President, announced the nomination process in underway for the 2026 Regents Award for Outstanding Classified Staff and thanked the Board for the platform to recognize classified employees. Additionally, the Council is coordinating meeting schedules with the Chancellor's Office to establish collaborative efforts for future legislative sessions. Ms. Fott also raised the issue of grant-in-aid benefit discrepancies across NSHE institutions.

Regent Arrascada returned to the meeting.

7. Information Only-Chair of the Council of Faculty Senate Chairs Report (Agenda Item 6) – Dr. Jinger Doe, Chair of the Council of Faculty Senate Chairs, emphasized the faculty's deep commitment to student success, research excellence, and community engagement through instruction and mentorship. Dr. Doe offered the Council's positions on key items including student tuition and fees (Agenda Item 23); a formal request that future salary updates include studies of cost-of-living and compression; and additional faculty representation on the evaluation and workplace culture working group (Agenda Item 16).

8. Information Only-Chancellor's Report (Agenda Item 7) – This item was withdrawn from the agenda.
9. Approved-Consent Items – The Board approved the consent items.
 - 9a. Approved-Minutes – The Board approved the September 11-12, 2025, meeting minutes (*Supplemental material on file in the Board Office*).
 - 9b. Approved-Reappointments, Task Force on Power-Based Violence at Institutions of Higher Education – The Board approved the reappointment of the following members to the Task Force on Power-based Violence at Institutions of Higher Education, pursuant to NRS 396.141(1) (*Ref. BOR-9b on file in the Board Office*).
 - Elizabeth Gunn, Ph.D., NSU
 - Erin Frock, M.A., TMCC
 - Tabor Griswold, Ph.D., UNR
 - Kavita Batra, Ph.D., UNLV
 - Christina Hall, M.S.W., UNLV
 - 9c. Approved-Appointments, Nevada, Regional Training Programs – The Board approved the following two-year appointments to the three governing boards of Nevada's K-12 Regional Training Programs, pursuant to the *Nevada Revised Statutes* 391A.150 (*Ref. BOR-9c on file in the Board Office*).
 - Jenny Ahlvers, M.Ed., Northeastern Nevada Regional Training Program
 - Shannon Taylor, Ed.D., Northwestern Nevada Regional Training Program
 - Kenneth Fasching-Varner, Ph.D., Southern Nevada Regional Training Program
 - 9d. Approved-Nomination, Career Pathways Oversight Committee – The Board approved nominating Vice Chancellor for Academic and Student Affairs Daniel Archer for consideration and appointment by the Governor to the Career Pathways Oversight Committee within the Nevada Department of Education. Established by Assembly Bill 462 (Chapter 428, *Statutes of Nevada 2025*), the committee is required to: (1) establish metrics to measure the success of the career pathways programs; (2) evaluate the progress and success of the career pathways programs; (3) evaluate programs for dual credit provided by the Nevada System of Higher Education; (4) report certain findings to the State Board and the Joint Interim Standing Committee on Education; and (5) identify state agencies with the jurisdiction and expertise to oversee, implement and regulate the career pathways programs for different industries.

9. Approved-Consent Items – (Continued)

- 9e. Approved-Peer and Aspirational Institutions – The Board approved the updated peer and aspirational institutions recommended by each of the teaching institutions and the Desert Research Institute pursuant to Board policy (Title 4, Chapter 14, Section 4 and Title 4, Chapter 11, Section 13) (Ref. BOR-9e on file in the Board Office).
- 9f. Approved-Tuition and Registration Fee Discounts Report – The Board approved the report on institutional tuition and registration fee discounts pursuant to Board policy (Title 4, Chapter 17, Section 18) (Ref. BOR-9f on file in the Board Office).
- 9g. Approved-Technology Fee and Integrate Fee Report – The Board approved acceptance of the annual report of the regular and the iNtegrate per credit hour technology fees collected, the use of funds collected, and unspent balances remaining at NSHE institutions pursuant to Board policy (Title 4, Chapter 10, Sections 16-17) (Ref. BOR-9g on file in the Board Office).

Regent Brager moved approval of the consent items.
Regent Boylan seconded. Motion carried.

The meeting recessed at 1:32 p.m. and reconvened at 1:54 p.m. with all members present.

- 10. Information Only-Institutional Performance Metrics, UNLV – University of Nevada, Las Vegas Interim President Chris Heavey presented data and metrics on UNLV’s progress in achieving the strategic goals adopted by the Board of Regents. The presentation included fall enrollment and distribution data; dual credit enrollment; persistence rates; 150 percent graduation rates; outcome measures; research expenditures and citations; and awarded degrees, certificates, and in-demand occupation credentials (Ref. BOR-10 on file in the Board Office).

Interim President Heavey celebrated UNLV’s status as a Carnegie R1 research institution with a specific classification for community engagement which is only held by two percent of institutions nationwide. Dr. Heavey noted research expenditures reached \$118 million, exceeding the R1 threshold. He further highlighted research advances in atmospheric water harvesting, personal medicine, radiochemistry, and cannabis policy.

Interim President Heavey highlighted UNLV recently earned the Seal of Excelencia for its commitment to serving a large Hispanic student population. University enrollment is nearly 34,000, with an alumni network of 150,000, many of whom are first-generation graduates. He noted that nearly half of UNLV students are Pell-eligible and the University has made significant progress in closing the graduation gap between Pell and non-Pell recipients. Additionally, the University has doubled its counseling staff and launched an institute for financial literacy offering personal finance courses taken by over 1,400 students last year.

Interim President Heavey described new programs in Cybersecurity, an online MBA, Insurance and Risk Management, and Neuroscience. He also noted programs with recent

10. Information Only-Institutional Performance Metrics, UNLV – (Continued)

record enrollment including Applied Health Sciences, Engineering, and Business. Further, he highlighted new micro-credentials in Nuclear Technology, Forensic DNA Analysis, and Chinese Language and Culture.

Regent Boylan and Interim President Heavey discussed the Sands Institute for Chinese Language and Culture and the success of U.S.-China dialogue events. Regent Del Carlo commended the University's focus on mental health, financial literacy, and successful implementation of micro-credentials.

11. Information Only-Career and Workforce Readiness, UNLV – University of Nevada, Las Vegas Acting Executive Vice President and Provost Kate Korgan presented an update on UNLV's career and workforce readiness programs, highlighting the expansion of Career Services and Workforce Development, increased student and employer engagement, internship participation, and career outcomes that advance Nevada's skilled workforce pipeline (Ref. BOR-11 on file in the Board Office).

Acting Provost Korgan detailed three shifts in central career services: 1) integration of workforce development into a single office; 2) a "career-everywhere" model to leverage relationships; and 3) a "life-design" approach to prepare Gen Z for the possibility of seven different careers in their lifetime. Dr. Korgan and Vice Chair Goodman discussed the reasons for this, including that students are building "lateral and upward" moves often involving entrepreneurship and "side hustles."

Dr. Korgan highlighted the increased number of faculty and staff trained to assist students in Life Design (from 50 to 145), increased participation in career fairs (nearly 5,500 in 2024-25), and resources including professional headshots and a "career closet" providing interview attire. Additionally, she noted increased internship opportunities (50,000) and participation (37-50 percent of students). Further, she addressed the concern of AI replacing entry-level jobs with UNLV's focus on durable skills not easily replicated by technology. Regent Del Carlo and Dr. Korgan discussed Tim Taylor's *Durable by Design*, citing that 76 percent of job postings require at least one durable skill.

Dr. Korgan concluded with outcome data indicating that 82 percent of students reported positive career outcomes, and the median starting salary of graduating seniors is \$60,000. She also emphasized that career services are available to alumni for life.

12. Information Only-MGM College Opportunity Program – NSHE Assistant Vice Chancellor for Workforce Development Natalie Brown introduced Danielle Donato, Manager of Corporate Partnerships, who presented a report on the MGM College Opportunity Program (MGM COP) that included background information, number and characteristics of participants since the program's inception; and information on persistence and degree completion. Robert Ulmer, Dean of UNLV's Greenspun College of Urban Affairs, presented data on the recent program evaluation carried out by the MGM Resorts Public Policy Institute (Refs. BOR-12a and BOR-12b on file in the Board Office).

12. Information Only-MGM College Opportunity Program – (Continued)

Ms. Donato recapped the program partnership between NSHE and MGM Resorts International which provides employees with 100 percent online education from certificates to master’s degrees; the only out-of-pocket cost for employees is the application fee while MGM covers the rest. The 2019 cohort began with 252 participants and since Fall 2021, enrollment has remained steady, with Hispanic students identified as the largest population, and 63 percent of participants as female. 168 participants have earned degrees, with the highest number of graduates from UNLV, CSN, and GBC, respectively. Currently, there are 155 programs available; hospitality, business, and humanities/arts are the most popular.

Regent Brager left the meeting.

Dean Ulmer emphasized positive student outcomes particularly in leadership, communication, and job skills, plus increased resilience, adaptability, and personal confidence. Dr. Ulmer expressed special thanks for Dr. Lee Bernick’s leadership of the program evaluation.

Regents praised the program, expressing interest in expanding public-private partnerships. Particularly, Regents Del Carlo, Carvalho, and Arrascada suggested that the program be modeled to onboard additional top employers. Regent Brown emphasized the program as an example to integrate Credit for Prior Learning.

13. Approved-Transfer of Land Coverage from Sierra Nevada College, UNR (Agenda Item 15) – The Board approved UNR’s acceptance of 275,000 square feet of impervious land coverage rights from Sierra Nevada College, a Nevada nonprofit corporation, pursuant to a Special Power of Attorney, Irrevocable Limited Power-of-Attorney, and Assignment and Assumption Agreement (*Ref. BOR-15 on file in the Board Office*).

Pursuant to NRS 281A.420, Regent Downs and Vice Chair Goodman disclosed that they are each a parent of a UNR student; both Regents believed that the independence of judgement of a reasonable person in their situation would not be materially affected by the information presented and planned to vote on the matter.

President Sandoval explained that the estimated value of the coverage rights is approximately \$1.2 million, and that the transfer is at no cost to the University. He further clarified that the rights would enable the University to manage coverage in ways that support environmental compliance, responsible land use planning, and potential future academic or research priorities.

Regent Downs and President Sandoval discussed retaining the rights in perpetuity at no additional cost. Regent Del Carlo sought clarification on the physical location, and President Sandoval explained that land coverage is an “abstract concept,” adding that the total area involved is approximately 80 acres of developable land.

13. Approved-Transfer of Land Coverage from Sierra Nevada College, UNR (Agenda Item 15) – (Continued)

Regent Brown moved approval of UNR accepting 275,000 square feet of impervious land coverage rights from Sierra Nevada College, a Nevada nonprofit corporation, pursuant to a Special Power of Attorney, Irrevocable Limited Power-of-Attorney, and Assignment and Assumption Agreement. Regent Del Carlo seconded. Motion carried. Regent Brager was absent.

14. Information Only-Faculty Evaluation and Workplace Culture Working Group (Agenda Item 16) – Vice Chancellor for Academic and Student Affairs Daniel Archer presented a plan to establish a shared governance working group to explore ways to enhance consistency and fairness in faculty evaluation practices among Nevada System of Higher Education institutions and promote shared expectations that reflect the System’s diverse missions and values. The group will also examine opportunities to reinforce a culture of collaboration, excellence, and mutual respect across NSHE campuses (*Ref. BOR-16 on file in the Board Office*).

Vice Chancellor Archer highlighted three key areas of focus: 1) administrative frameworks to explore if more consistent mechanisms are needed; 2) evaluation criteria, to investigate whether a smaller set of core criteria can provide better clarity and fairness across the system, while allowing campuses to tailor details to their specific needs; and 3) workplace culture to adopt Systemwide statements on civility in line with other higher education institutions.

Regent Carvalho and Vice Chancellor Archer discussed and confirmed his intention to return to the Board in the spring to discuss final recommendations for formal policy.

15. Information Only-Nevada Student Gambling Study, UNLV (Agenda Item 14) – Project Manager for the Nevada Problem Gambling Project at the UNLV International Gaming Institute Andrea Dassopoulos and UNLV Ph.D. candidate in Sociology Dante Miller presented an overview of the *Nevada Student Gambling Survey*, a statewide study conducted across all NSHE institutions to understand gambling behaviors, attitudes, and experiences among college students. This research was supported by the Nevada Division of Public and Behavioral Health and the Governor’s Advisory Committee on Problem Gambling. The survey gathered responses from more than 4,600 students representing Nevada’s universities, state college, and community colleges. Findings provide the first systemwide picture of how gambling is experienced by Nevada’s students and how campuses can address emerging issues related to wellbeing, financial stress, and digital gaming culture (*Ref. BOR-14 on file in the Board Office*).

Ms. Dassopoulos introduced the study noting that it defined gambling as “risking something of value for an uncertain outcome,” and that Nevada students have a unique relationship to gambling due to its 24/7 presence in the state. The study identified that 75 percent of students participated in some form of gambling in the past year. Mr. Miller

15. Information Only-Nevada Student Gambling Study, UNLV (Agenda Item 14) – *(Continued)*

highlighted that participants recognized traditional betting, but that 45-60 percent did not consider digital forms (e.g., cryptocurrency, video game “loot boxes,” or prediction markets) as gambling. Additionally, approximately 5,500 students Systemwide were found at-risk for gambling problems, with men and non-binary students at highest risk. Further, live-betting was found to be the most harmful form given its rapid and repeated opportunities to wager in a single game.

Regent Brager returned to the meeting.

Regents took great interest in the study and its results. Several methods toward student support and prevention were identified including integrating gambling awareness into existing health and financial wellness initiatives; implementing routing screening at health centers (similar to alcohol and suicide assessments); increasing visibility of treatment resources, including gambling-specific counselors; and presenting the findings to athletic departments to educate student-athletes.

The meeting recessed at 3:43 p.m. and reconvened at 4:07 p.m. with all members present.

16. Information Only-Lake Mead Business Park, UNLV and Clark County (Agenda Item 13) – University of Nevada, Las Vegas Interim Vice President for Economic Development Zach Miles and Clark County Executive Director Shani Coleman presented an update on the Lake Mead Microbusiness Park, an economic development collaboration between Clark County and UNLV located in the Historic Westside. The report included information on the facility’s anticipated use, timeline for completion of construction, and overall impacts to UNLV and the Historic Westside community (*Ref. BOR-13 on file in the Board Office*).

Ms. Coleman described the project as a mixed-use development located at Lake Mead Boulevard and Englestad Street, which includes 76 units for workforce housing and 25,000 square feet for entrepreneurship and small businesses incubation. The facility is designed to offer “one-stop” services including retail spaces, a commercial training kitchen, office spaces, co-working spaces, recording and video studios, a “Maker Space” for product prototyping, and instructional spaces. The project will operate on a membership model, with fees possibly as low as \$25 per month. Clark County will provide senior leadership while UNLV will contribute development and mentorship staffing.

Regents offered strong support for the collaboration and inquired about the process a business might follow to outgrow the space. Additionally, UNLV Interim President Heavey confirmed for that UNLV has committed \$500,000 to \$650,000 for furniture, fixtures and equipment, plus two staff positions. Additional funding has been identified from existing resources and prospective philanthropy. Ms. Coleman also confirmed that the building is expected to feature co-branding visible from the I-15 freeway.

17. Information Only-Public Comment – None.

The meeting recessed at 4:34 p.m. and reconvened on Friday, December 5, 2025, at 9:14 a.m. with all members present.

18. Information Only-Public Comment – The following individuals spoke in opposition of Agenda Item 23 (*Procedures and Guidelines Manual Revision, Tuition and Fees Increase, Academic Years 26-27, 27-28 and 28-29*): Emma Doty, Chris Solomon, Nedra Cooper, Christian Egbo Cruz, Chloe Banks, Kelechi Odunze, Nancy Munoz, Ethan Phui, Darnell McClary, Minjia Yan, Dayton Vasquez, Ezekiel Herrell, Bianca Oliveira, Bianca Baldderas, Christopher Paluch, and Carmina Aglubat.

Charlette Cameron spoke in opposition of Agenda Item 23, and supported Agenda Item 22 (*Handbook Revision, Fee Account Balances*). Devin Lopez, Parker Tobin, and Ethan McNamara also spoke in support of Agenda Item 22.

Lahana Pearce, Karla Salas, and Jacob Harie spoke in favor of including multiple student speakers during public comment.

Dr. Bill Robinson spoke against the culture of retaliation across the System.

The following individuals spoke in support of reinstating UNLV's "Hey Reb" mascot: Michael Villa Jr., Alexander Gaglio, Matthew Wilantt.

Tyler Jarley, Myles Lum, Ethan Pui, Elena Marcos, Neda Cooper, Devin Lopez, Justin Hobson, and Giana Reynolds advocated for a new UNLV mascot.

The following individuals submitted written public comment:

- Expressed opposition to the proposed increase in tuition and registration fees (Agenda Item 23): Ezekiel Herrell, Shaan Gulati, Leyla Castillo and Lauren Beals.
- Expressed support for bringing back Hey Reb as the UNLV mascot: David Chairez, Stephen Kehoe, Thomas Devlin, Brianna Bordon, Jamie Wallace, Michael Cooper, George Cole, Neuman McMillan, Tim Daniel, Shayla Sly and Sergio Aguayo.
- Expressed opposition to bringing back Hey Reb as the UNLV mascot: Elena Marcos, Nedra Denise Cooper, Tammi Tiger, Ben West, Yancey Burns and Mathilda Guerrero Miller.

Chair Brooks clarified that there is no agenda item for action on the UNLV mascot, and that such discussions are deliberated at the institutional level.

19. Information Only-Addressing Affordability: NSHE's Key Initiatives (Agenda Item 20) – Vice Chancellor for Academic and Student Affairs Daniel Archer highlighted four coordinated NSHE initiatives – Credit for Prior Learning, Open Educational Resources, Dual Credit, and Systemwide Transfer – that collectively advance affordability and student success across Nevada. Together, these efforts reduce excess credits, expand access to low- and no-cost learning materials, and create clearer, more efficient pathways to degree completion (*Refs. BOR-20a and BOR-20b on file in the Board Office*).

Vice Chancellor Archer explained that Credit for Prior Learning (CPL) allows students to earn college credit for knowledge gained outside the classroom (e.g. exams, licenses, military and corporate training). He noted current progress in this area includes policy

19. Information Only-Addressing Affordability: NSHE's Key Initiatives (Agenda Item 20) – (Continued)

revisions, grant funding, and faculty alignment with eighty-eight exams, which makes Nevada the third state to achieve this standard. Further, he noted future initiatives including finalizing CPL inventory and exploring military training CPL.

Vice Chancellor Archer detailed Open Education Resources (OER) as free or reduced-cost textbooks noting that expensive materials are a barrier to enrollment and achievement. He noted that NSHE is implementing AB 345 which requires OER course-marking by July 2026. Additionally, he highlighted that CSN, NSU, and TMCC have already achieved significant student savings through OER.

In discussing dual credit initiatives, Vice Chancellor Archer differentiated between dual and concurrent enrollment. He noted that concurrent enrollment (courses taught by high school instructors) offers students significant cost savings, potentially up to \$14,000 for 60 credits. Further, he cited that dual credit significantly increases college-going and completion rates.

Vice Chancellor Archer also advocated for a “one system, one highway” common transfer policy across the System to simplify processes, decrease time-to-degree, and increase affordability.

Regents both praised CPL and discussed opportunities to expand its acceptance of military and first-responder service, and real estate education. Regent McGrath inquired about oversight and training of faculty using OER, particularly concerning intellectual property. UNLV Interim President Heavey confirmed that librarians are providing faculty strong guidance and support. Regent Goicoechea asked how dual enrollment fees are paid. WNC President Kyle Dalpe noted the elimination of a state grant that helped school districts to cover those costs.

20. Information Only-Procedures and Guidelines Manual Revision, Tuition and Fees Increase, Academic Years 26-27, 27-28 and 28-29 (Agenda Item 23) – Chief Financial Officer Chris Viton presented recommendations by the Chancellor's ad hoc Committee to Recommend Board Action on Fee Increases. The Committee was established to consider fee increase options in light of the funding shortfall that will occur on the expiration of the temporary funding authorized in Assembly Bill 568 of the 83rd Regular Session of the Nevada Legislature. The recommendations for consideration are consistent with the intention of Handbook Title 4, Chapter 17, Section 1.2(c) which provides for additional fee increases under the NSHE Predictable Pricing Program due to emergency situations or extreme circumstances. The Board of Regents may, in the future, consider approving the Committee's recommendations and may also consider alternatives to the recommendations including, but not limited to, fee increases higher or lower than the Committee's recommendation (Refs. BOR-23a and BOR-23b on file in the Board Office).

Pursuant to NRS 281A.420, Regent Downs disclosed he is a parent of a student at UNR and Regent Carvalho disclosed she is a graduate student, and a parent of a graduate student, at UNLV. Further, Regent Carvalho stated she would not accrue a benefit greater than

20. Information Only-*Procedures and Guidelines Manual Revision, Tuition and Fees Increase, Academic Years 26-27, 27-28 and 28-29 (Agenda Item 23)* – (Continued)

anyone else subject to registration, tuition and fees at any NSHE institution, or UNLV specifically. Both Regents believed that the independence of judgement of a reasonable person in their situation would not be materially affected by the information presented.

CFO Viton recapped the budget shortfalls, the temporary AB 568 gap funding, and the need for a permanent funding stream. Additionally, he explained that the focus is the state supported operating budget funded by 65 percent state appropriation and 35 percent student fees. CFO Viton also highlighted that Nevada is second-to-last in total education funding and net tuition is only 40 percent of the national average.

The proposed tuition increases over three years include 3 percent, 4 percent, and 5 percent for universities and upper division community college courses; and 3 percent for each of the three years for lower division community college courses. CFO Viton emphasized that NSHE institutions would continue to remain below or near national and regional peer averages for net tuition. He reiterated that such increases were necessary to fund existing budget gaps and that without Board approval programmatic cuts would be unavoidable.

Regents engaged in substantial discussion, expressing concerns about transparency, headcounts, and alternative solutions. Regent Carvalho voiced disappointment in NSHE administration and presidents having authored an op-ed that appeared in the *Nevada Independent* that advocated for tuition increases to address budget shortfalls, rather than opening a dialogue with the Board. Additionally, she questioned the accuracy of “held” positions against dashboard data reflecting increased headcount. Further, Regent Carvalho suggested the shortfall might be addressed by increasing enrollment, and argued the situation was not an emergency as stated in Board policy. Regent Boylan echoed concerns about the meaning of budgetary emergency. CFO Viton clarified it as a financial crisis.

Regent Brown shared her understanding of the budget variances and self-supporting funds, noting that flexible funds cannot cover fixed costs. Additionally, she questioned the overlap of a 3 percent increase in the first year with existing legislative gap funding. She expressed her frustration that the System had failed students by not being transparent enough and acknowledged the need for a longer-term plan. CFO Viton stated that the Predictable Pricing policy may need to be revisited or adjusted, particularly considering inflation. Additionally, Regent Fernandez requested that the January special meeting include a fuller picture of the combined impact upon students from the proposed increases and existing Higher Education Price Index (HEPI) adjustments. He echoed suggestions to explore delayed or longer-term implementation.

Regent Downs expressed appreciation for students’ comments and echoed Regents’ concerns. He questioned the priority of growing administrative positions over teaching positions, and the impact upon students. Further, Regent Downs inquired if revenue projections accounted for potential attrition due to price sensitivity. CFO Viton confirmed that enrollment projections were based on existing data and that historical trends do not indicate a direct impact.

20. Information Only-*Procedures and Guidelines Manual Revision, Tuition and Fees Increase, Academic Years 26-27, 27-28 and 28-29 (Agenda Item 23)* – (Continued)

Regent Brager raised concerns about how budgeted funds for vacant faculty positions are utilized. UNLV Interim President Heavey clarified that salary savings from vacancies are used for part-time instructors and scholarships. Regent Goicoechea requested that CFO Viton include salary data in preparation for the January special meeting. Regent Boylan urged the Board to pay attention to student impact resulting from salary expenses.

Vice Chair Goodman inquired about the Legislature's funding philosophy. CFO Viton explained that the Legislature has effectively said that NSHE state operated budgets are funded from two sources: state-appropriations and student fees. Further, to ensure consistency across state agencies, the current approach now dictates that Cost-of-Living-Adjustments (COLA) be exclusively applied to the state appropriation portion of the budget; student fees are expected to cover the remaining portion. CFO Viton noted that because of that change, NSHE had to absorb 23 percent of COLA increases over a two-year period. NSHE requested one-time funding to adapt its base budget to prepare for future adjustments, but support was not available in the recent Legislative session.

Regent Bautista noted that the legislators he spoke with do not support a tuition increase. He suggested student-led rallying as a potential measure to reach the legislature. Regent Downs inquired who specifically to reach out to at the legislature regarding opposition to increased fees. CFO Viton suggested contacting one's own state representative.

Vice Chair Goodman thanked CFO Viton for the context and expressed pride in having one of the most affordable state tuitions.

Regent McGrath and CFO Viton discussed the Access Fee policy, which requires four-year institutions to set aside 15 percent of registration fees and two-year institutions to set aside 10 percent, each for student access. CFO Viton noted that the funds are managed by the financial aid offices, and he agreed to gather more information for a future discussion, particularly on the distribution of non-need-based funds. Additionally, Regent Del Carlo asked CFO Viton to include data on student debt for the January special meeting.

The meeting recessed at 12:41 p.m. and reconvened at 1:10 p.m. with all members present.

Regent Arrascada called for transparency regarding Board procedures and guided a walkthrough of NSHE documents related to fees and tuition policy, plus dashboards and enrollment trends. Additionally, he noted that despite increased enrollment, a justifiable reason for a proposed tuition increase is necessary for the January special meeting. Further, Regent Arrascada expressed great disappointment regarding leadership's participation in crafting the published opinion article and cited the requirement to collaborate with the Board Chair for official communication as stated in the *Bylaws of the Board of Regents*, Title 1, Article VII, Section 3e(5).

Chair Brooks invited responses from campus presidents. Apologies for the lapse in protocol were expressed and commitments to better communication were pledged. Additionally, presidents reiterated their position supporting fee increases, including the need for

20. Information Only-*Procedures and Guidelines Manual Revision, Tuition and Fees Increase, Academic Years 26-27, 27-28 and 28-29 (Agenda Item 23)* – (Continued)

sustainable quality of education amid unpredictable financial pressures. Further, they committed to providing the best value education while fundraising to provide additional scholarships.

Chair Brooks invited input from student leaders. Kelechi Odunze, UNLV, requested presentations by institutional CFOs detailing the impacts if fee increases are not approved versus projected attrition if increases are approved. Carmina Aglubat, UNR, shared her personal story illustrating why affordable education should be protected. Karla Salas, WNC, further emphasized the tremendous impact on students already struggling with basic needs. Lahana Pearce, NSU, asked how NSHE plans to offset the financial burden upon students. CFO Viton committed use of the Access Fee for scholarships and support. Devin Lopez, UNLV, inquired about NSHE's advocacy efforts during the special legislative session and CFO Viton confirmed that the legislature's agenda was narrow, which limited such efforts.

The meeting recessed at 2:23 p.m. and reconvened at 2:44 p.m. with all members present.

21. Postponed-*Procedures and Guidelines Manual Revision, RN to BSN Tuition and Fees, NSU (Agenda Item 24)* – This item was postponed to the January 2026 special meeting.

22. Postponed-*Procedures and Guidelines Manual Revision, Differential Program Fees, UNLV and UNR (Agenda Item 25)* – This item was postponed to the January 2026 special meeting.

23. Postponed-*Procedures and Guidelines Manual Revision, Student Fees (Agenda Item 26)* – This item was postponed to the January 2026 special meeting.

24. Information Only-*Institutional Performance Metrics, TMCC (Agenda Item 19)* – Truckee Meadows Community College President Jeffrey W. Alexander presented data and metrics on TMCC's progress in achieving the strategic goals adopted by the Board of Regents. The presentation included fall enrollment and distribution data; dual credit enrollment; persistence rates; 150% graduation rates; outcome measures; viability and reserve ratios; and awarded degrees, certificates, and in-demand occupation credentials (*Ref. BOR-19 on file in the Board Office*).

President Alexander emphasized that behind every number are students whose testimonies he used to illustrate successful learning pathways in dual credit, general education transfer, and career and technical education at TMCC. Specifically, he celebrated that dual credit is one of TMCC's fastest growing sectors representing 20 percent of total enrollment, with 92.5 percent and 97.4 percent pass rates for dual and concurrent enrollments, respectively. President Alexander also highlighted 8 percent overall enrollment growth in Fall 2025; and 54 percent minority student population. Additionally, he noted that TMCC successfully completed a mid-cycle accreditation evaluation with the Northwest Commission on Colleges and Universities and he expressed anticipation for two capital projects (Fire Rescue Training Center, East View Theater and Architecture Showcase Studio) set to open

24. Information Only-Institutional Performance Metrics, TMCC (Agenda Item 19) –
(Continued)

in the next two years. Further, President Alexander highlighted regional economic impacts including \$688 million in contribution to the Washoe County economy, representing \$1.80 return per dollar and \$9.00 gains on every dollar spent.

Regent Boylan and President Alexander discussed that staffing, particularly of part-time instructors, is adjusted based upon the number of course sections offered each semester. Regent Downs noted a 15 percent increase in executive positions. President Alexander clarified that the increase meets the demand for regional and program accreditation, federal audits, and Board-mandated reporting. Vice Chair Goodman congratulated President Alexander on his successes.

25. No Action Taken-Procedures and Guidelines Manual Revision, Periodic Four-Year Salary Schedule Update (Agenda Item 27) – The Board discussed, but took no action on, proposed adjustments to the academic, administrative, and executive salary schedules (pursuant to the NSHE Code (Title 2, Chapter 5, Section 5.5.1(b)), within the *Procedures and Guidelines Manual* (Chapter 3, Section 1) as recommended by independent compensation expert Huron Consulting Group. The proposed updates align with the 50th percentile of the higher education market using peer comparators and validated CUPA-HR and OSU survey data (Refs. BOR-27a and BOR-27b on file in the Board Office).

Pursuant to NRS 281A.420, Regent Downs disclosed he is an employee of WNC, and the proposed salary schedule adjustments do not affect him in any way. Because the independence of judgement of a reasonable person would not be materially affected by his situation, he will vote on the matter.

Kurt Dorschel and Jordan McCleery from Huron Consulting Group presented results of the salary schedule review, noting that the primary goal was to update ranges to ensure market competitiveness. Mr. McCleery stated the analysis indicates that current schedules are generally keeping pace with the market; 12 of 44 administrative faculty ranges require updating, as do 20 of 33 academic faculty ranges. A total of 280 individuals would be affected by the update, costing approximately \$520,000. The recommendations consider cost-of-labor but not cost-of-living; however, it is accounted for indirectly by use of peer groups. Mr. McCleery committed to providing the Board with a list of peer groups as provided by each institution.

Regent Downs raised concerns about the possibility of over compounding executive raises, noting significant increases while some faculty ranges saw minor adjustments. Additionally, Regent Del Carlo inquired about compression (i.e., when new hires are paid as much as established employees) and how it should be studied. Mr. McCleery agreed it is possible market data may circularly influence peers' decisions at the macro-level. He further clarified that compression was not in the scope of the study, but recommended that NSHE Human Resources departments conduct internal equity reviews.

Regent Arrascada and Mr. McCleery discussed pay disparity between college and university presidents, and Huron Consulting Group's methodology using market-driven

25. No Action Taken-*Procedures and Guidelines Manual* Revision, Periodic Four-Year Salary Schedule Update (Agenda Item 27) – (Continued)

data. Regent Carvalho expressed additional concerns about salary competition outside of higher education, which she hopes is explored further.

NSHE Interim Chief Human Resources Officer Kelly Scherado and Regent Goicoechea discussed the flexibility that the ranges offer individual institutions, hiring units, and appointing authorities in making salary decisions based on candidate qualifications, position requirements, and institutional needs. Additionally, Regent Brager pointed out the challenges that ranges pose in salary equity and parity. Ms. Scherado encouraged further discussion to help shape compensation philosophy. Regent Brown added that the discussion should take a holistic approach, including police salaries.

Vice Chair Goodman, Regent Boylan, and Regent Del Carlo expressed discomfort with the timing of the proposal, given upcoming decisions on student fee increases. The Board opted to take no action and will revisit the proposal at the January 2026 special meeting.

26. Approved-*Procedures and Guidelines Manual* Revision, Executive Salary Schedule Adjustment, NSU President (Agenda Item 28) – The Board approved an adjustment to the NSHE Executive Salary Schedule within the *Procedures and Guidelines Manual (Chapter 3, Section 1)* to move the Nevada State University President position from Grade 1 to Grade 2. The proposed update was requested in response to the ongoing NSU presidential search. This recommendation takes into consideration relevant market data and alignment of this position in a range comparable to other relevant positions. The adjustment will take effect upon approval and will survive any update approved in relation to the periodic four-year salary schedule update (Ref. BOR-28 on file in the Board Office).

Kurt Dorschel from Huron Consulting Group presented an overview of the salary benchmark, noting that a specific analysis was conducted as the position was vacant and is being prepared for recruitment. The study used CUPA-HR data from thirty-four peers identified by NSU, as well as data from the Economic Research Institute. Market data was projected to 2026 in anticipation of the start date, which yielded a target salary of \$346,700 and a 50 percent range of \$277,400 to \$416,000.

Vice Chair Goodman and Regent Carvalho discussed the salary adjustment in relation to the transition of NSU from a college to a state university. Regent McGrath and Regent Del Carlo inquired about the possibility of establishing an interim tier, aligning with the System's three-tier tuition model. Chair Brooks and Regent Goicoechea noted the imminent recruitment timeline and the need to adopt the range as a starting point for future contract negotiations.

Regent Arrascada moved approval of the policy revision as presented resulting in an adjustment to the NSHE Executive Salary Schedule to move the Nevada State University President position from Grade 1 to Grade 2. Regent Bautista seconded. Upon a roll call vote, the motion carried unanimously.

27. Information Only-Fiscal Year 2025 Student Fee Account Balances Report (Agenda Item 21) – Chief Financial Officer Chris Viton presented the Fiscal Year 2025 Student Fee Account Balances report in accordance with Board policy (*Title 4, Chapter 10, Section 19*) in which all NSHE institutions reported FY25 actuals; student fee revenue, student fee expenditures and balances as of July 1, 2025, along with an explanation if the account balances exceed one year of revenues (*Ref. BOR-21 on file in the Board Office*).

CFO Viton explained that the System Office collaborated with campuses to map over 1,300 charge items into approximately 1,000 fee accounts to ensure all balances were captured accurately for reporting. Mr. Viton added that fees are now grouped into common categories (e.g., distance education, student union, recreation) and any individual account exceeding 100 percent of its current year’s revenue includes narrative explanation for those funds. Additionally, he noted that capital improvement fees remain in a separate summary due to their long-term nature.

In response to a question from Regent Carvalho, CFO Viton confirmed the reported figures represent actuals for FY25 year-end. Further, he explained that Student Access Fees include all set-asides including professional schools, and that those fees are delineated by specific schools in the index.

Regent Brown raised concerns regarding the consistency of fees across institutions. CFO Viton expressed confidence that fees are treated uniformly. Mr. Viton also highlighted a net-transfers column to indicate activity apart from standard revenue and expenses, allowing Regents to see when money is moved to pay debt service or allocations from central to departmental subaccounts.

28. Approved-Handbook Revision, Fee Account Balances (Agenda Item 22) – The Board approved a revision to Board policy (*Title 4, Chapter 10, Section 19*) to allow institutions to reallocate fee account balances to supplement student government funds, Access grant Board’s policy for carryforward limits or in the event fee accounts become inactive due to events such as changes in course offerings or reduced enrollments or otherwise. Such reallocation should be performed in consultation with student government and must be included in the institution’s annual fee balance report. Institutions may propose for Board approval other uses not specifically authorized by this section during the annual fee balance reporting cycle (*Ref. BOR-22 on file in the Board Office*).

Regent Del Carlo left the meeting.

CFO Viton explained that the primary goal of the proposed revision is to remove administrative roadblocks for campuses and ensure that fee accounts are actively spent to benefit students, rather than remain stagnant. He added that campuses will be limited in repurposing balances from inactive accounts. Additionally, he noted that any such reallocation must be performed in consultation with student government.

Regent Carvalho sought clarification on the term “inactive account.” CFO Viton confirmed that inactive generally means fees associated with discontinued courses or courses with no new enrollment.

28. Approved-Handbook Revision, Fee Account Balances (Agenda Item 22) – (Continued)

Regent Carvalho moved approval of the policy revision as presented. Regent Goicoechea seconded. Motion carried. Regent Del Carlo was absent.

Chair Brooks stated that Agenda Items 29-34 (*Agenda Item 29, Investment Committee Report; Agenda Item 30, Security Committee Report; Agenda Item 31, Audit, Compliance and Title IX Committee Report; Agenda Item 32, ad hoc Nevada State University Presidential Search Committee Report; Agenda Item 33, Academic, Research and Student Affairs Committee Report; and Agenda Item 34, Business, Finance and Facilities Committee Report*) would be taken together as one item.

Regent Arrascada left the meeting.

29. Approved-Investment Committee Report – The Board accepted the Investment Committee report and approved the Committee recommendations (*Committee report on file in the Board Office*).

Information Item

The Investment Committee met on September 30, 2025, and heard the following:

- Cambridge Associates presented a report on asset allocations and investment returns for the Pooled Endowment Fund as of June 30, 2025 (*Ref. INV-7 on file in the Board Office*).

Action Items

The Board approved the following recommendations of the Investment Committee:

- The minutes from the March 20, 2025, meeting (*Ref. INV-2 on file in the Board Office*).
- Awarding the contract for Outsourced Chief Investment Officer (OCIO) Services for the Endowment Fund to Cambridge Associates and authorizing the Chancellor to execute the services agreement (*Ref. INV-4 on file in the Board Office*).
- Operating Pool Performance report on asset allocation and investment returns as of June 30, 2025, and the following rebalancing actions: \$23.0 million trim from Vanguard Institutional Index; \$9.0 million add to Vanguard Developed Markets Index; and \$14.0 million add to Vanguard Short-Term Inflation-Protected Securities (*Ref. INV-5 on file in the Board Office*).
- Operating Funding: Maintain the current monthly distribution rate of 2.75 percent (*Ref. INV-6 on file in the Board Office*).
- Endowment Pool: Maintain the current distribution rate of 4.5 percent (*Refs. INV-8a and INV-8b on file in the Board Office*).

30. Approved-Security Committee Report – The Board accepted the Security Committee report and approved the Committee recommendations (*Committee report on file in the Board Office*).

Regent Boylan expressed concerns about levels of security and preparedness across NSHE, as well as the different reporting structures within UPD Northern and Southern Commands.

Information Items

The Security Committee met on November 18, 2025, and heard the following:

- Safety of Female Athletes: Gender Based Participation in Collegiate Athletics: NSHE staff presented developments with respect to transgender student-athlete participation in collegiate athletics.
- Crisis and Emergency Plans, UNLV and UNR: Staff from Northern and Southern Commands presented an update on crisis and emergency plans currently in effect at UNR, TMCC, DRI, WNC, UNLV, CSN and NSU (*Ref. SEC-3 on file in the Board Office*).
- Allocation of Legislative Funds for Systemwide Safety Upgrades: Southern Command leadership provided an update on the allocation of safety funds appropriated by the 83rd Legislature under AB568. NSHE staff provided an update on the Public Safety Council's recommendations for the allocation of the funds appropriated by the Legislature. Northern Command leadership provided an update on the allocation of safety funds at UNR, GBC, TMCC and WNC (*Ref. SEC-5 on file in the Board Office*).
- Implementation of UNLV Safety Upgrades: Southern Command leadership provided an update on implementation of safety upgrades since the December 6, 2023, shooting event at the University of Nevada, Las Vegas (*Ref. SEC-6 on file in the Board Office*).
- Policy and Law Related to the Possession of Weapons on NSHE Property: NSHE staff provided information on the current state of policy and Nevada law as it relates to the possession of weapons on NSHE property.

Action Items

The Board approved the following recommendations of the Security Committee:

- The minutes from the September 4, 2025, meeting minute (*Ref. SEC-2 on file in the Board Office*).
- Postponement of the following item: *Handbook* Revision, NSHE Police and Security Forces – The Committee considered for approval a revision to Board policy (*Title 4, Chapter 1, Section 12, Subsections 16-17*) changing the reporting structure for University Police Services-Southern Command and University Police Services-Northern Command (*Ref. SEC-4 on file in the Board Office*).

31. Approved-Audit, Compliance and Title IX Committee Report – The Board accepted the Audit, Compliance and Title IX Committee report and approved the Committee recommendations (*Committee report on file in the Board Office*).

Information Item

The Audit, Compliance and Title IX Committee met on November 20, 2025, and heard the following:

- Chief Internal Auditor Lauren Tripp provided general remarks regarding departmental updates and initiatives. Interim Chief Human Resources Officer Kelly Scherado provided general remarks regarding Title IX updates.

Action Items

The Board approved the following recommendations of the Audit, Compliance and Title IX Committee:

- The minutes from the September 4, 2025, meeting (*Ref. AC-2a on file in the Board Office*).
- Acceptance of the follow-up responses to the following audit reports:
 - Change in Leadership, CSN (*Ref. AC-2b on file in the Board Office*).
 - Contract/Customized Training, GBC (*Ref. AC-2c on file in the Board Office*).
 - Hosting, TMCC (*Ref. AC-2d on file in the Board Office*).
 - Admissions and Records, WNC (*Ref. AC-2e on file in the Board Office*).
- The NSHE Financial Statements for the year ended June 30, 2025, including a report on Communications with Those Charged with Governance for the NSHE (*Refs. AC-3a, AC-3b and AC-3c on file in the Board Office*).
- The UNLV Medicine, Inc. Financial Statements for the year ended June 30, 2025, including a report on Communications with Those Charged with Governance for the UNLV Medicine, Inc. (*Refs. AC-4a, AC-4b and AC-4c on file in the Board Office*).
- The following audit reports and institutional responses: (*Ref. Audit Summary on file in the Board Office*):
 - Intercollegiate Athletics, UNLV (*Ref. AC-5 on file in the Board Office*).
 - Facilities Contract, NSU (*Ref. AC-6 on file in the Board Office*).

32. Approved-ad hoc Nevada State University Presidential Search Committee Report – The Board accepted the report of the ad hoc Nevada State University Presidential Search Committee meeting held on November 24, 2025, which included the following information items:

- Welcome remarks offered by Chair Amy J. Carvalho and brief introductions provided by the search committee members.
- Overview of the Nevada Open Meeting Law as it relates to the presidential search process.

32. Approved-ad hoc Nevada State University Presidential Search Committee Report – (Continued)

- Proposal presentations from the following executive search services: *(Supplemental material on file in the Board Office)*
 - Academic Search
 - WittKieffer
 - AGB Search
- The Regents' Committee selected Academic Search to enter negotiations with the Nevada System of Higher Education for a contract with the Board of Regents on behalf of Nevada State University to provide executive search services and aid the ad hoc NSU Presidential Search Committee in the search for a permanent President of NSU.

33. Approved-Academic, Research and Student Affairs Committee Report – The Board accepted the Academic, Research and Student Affairs Committee Report and approved the Committee recommendations (Committee Report on file in the Board Office).

Information Items

The Academic, Research and Student Affairs Committee met on December 4, 2025, and heard the following:

- NSHE staff presented the New Program Review report as required by Board policy *(Title 4, Chapter 14, Section 6) (Ref. ARSA-6 on file in the Board Office)*.
- NSHE staff presented the report on institutional reviews of existing programs as mandated by Board Policy *(Title 4, Chapter 14, Section 6)*. Additionally, staff from NSU and WNC presented reviews conducted for at least one program at their respective institutions *(Refs. ARSA-7a, ARSA-7b and ARSA-7c on file in the Board Office)*.

Action Items

The Board approved the following recommendations of the Academic, Research and Student Affairs Committee:

- Minutes from the September 11, 2025, meeting *(Ref. ARSA-2a on file in the Board Office)*.
- Program Eliminations, CSN:
 - Associate of Arts in Culinary Arts *(Ref. ARSA-2b on file in the Board Office)*.
 - Associate of Applied Science in Fire Science Technology *(Ref. ARSA-2c on file in the Board Office)*.
 - Associate of Applied Science in Occupational Therapy Assistant *(Ref. ARSA-2d on file in the Board Office)*.
- Program Changes, CSN:
 - Existing Business degree to Associate of Business *(Ref. ARSA-3a on file in the Board Office)*.

33. Approved-Academic, Research and Student Affairs Committee Report – (Continued)

- Structural changes to the Associate of Arts in Criminal Justice (Ref. ARSA-3b on file in the Board Office).
- Program Change, TMCC: Associate of Applied Science in Architecture and Construction to an Associate of Applied Science in Architectural Design at TMCC (Ref. ARSA-4 on file in the Board Office).
- Revisions to the 2025-2029 NSHE Planning Report to include additional academic programs that may come forward for Board of Regents approval within the 2026 calendar year (Ref. ARSA-5 on file in the Board Office).
- The 2025 NSHE Science and Technology Plan (Refs. ARSA-8a and ARSA-8b on file in the Board Office).

34. Approved-Business, Finance and Facilities Committee Report – The Board accepted the Business, Finance and Facilities Committee Report and approved the Committee recommendations (Committee Report on file in the Board Office).

Agenda Item 7 (Resolution, Purchase of Real Property Located at 208 N. Curry Street, Carson City, Nevada, NSHE, was withdrawn from the agenda (Ref. BFF-7 on file in the Board Office).

Information Items

The Business, Finance and Facilities Committee met on December 4, 2025, and heard the following:

- UNR Life Sciences Building Design and Planning Update (Ref. BFF-11 on file in the Board Office).
- UNR Mathewson University Gateway Hotel Conference Center Update (Ref. BFF-12 on file in the Board Office).
- Update on potential sale of approximately 20± acres of University property to U.S. Department of Veteran Affairs, UNR (Ref. BFF-13 on file in the Board Office).
- UNR Davidson Academy Ground Lease (Ref. BFF-14 on file in the Board Office).

Action Items

The Board approved the following recommendations of the Business, Finance and Facilities Committee:

- The minutes from the September 11, 2025, meeting minutes (Ref. BFF-2a on file in the Board Office).
- Acceptance of the NSHE Student Association financial reports for Fiscal Year 2024-2025 (Ref. BFF-2b on file in the Board Office).
- Biannual Report on Registration Fees and Non-Resident Tuition Fees: Acceptance of the report of registration fees and non-resident tuition fees

34. Approved-Business, Finance and Facilities Committee Report – (Continued)

received by NSHE institutions beyond the amounts authorized in Section 8.1 of SB 504 (2023 Session), as well as the intended expenditures for any additional student fee revenue (*Ref. BFF-2c on file in the Board Office*).

- Acceptance of the First Quarter Fiscal Year 2025-2026 Report of Budget Transfers of State Supported or Self-Supporting Operating Budget Funds Between Functions (*Ref. BFF-2d on file in the Board Office*).
- Acceptance of the First Quarter Fiscal Year 2025-2026 Report of Fiscal Exceptions on Self-Supporting Budgets (*Ref. BFF-2e on file in the Board Office*).
- Acceptance of the report of Fiscal Year 2024-2025 NSHE State Operating Budget to Actual Comparison (*Ref. BFF-3 on file in the Board Office*).
- The Fiscal Year 2025-2026 NSHE State Supported Operating Budget (*Ref. BFF-4 on file in the Board Office*).
- The Fiscal Year 2024-2025 NSHE Self-Supporting Budget to Actual Comparison (*Ref. BFF-5 on file in the Board Office*).
- The Fiscal Year 2025-2026 NSHE Self-Supporting Budget (*Ref. BFF-6 on file in the Board Office*).
- A Lease Agreement with KL QOZB, II, LLC for property located at the intersection of Lake Mead Boulevard and Las Vegas Boulevard North, and authorizing the Chancellor to execute the Lease Agreement and any related documents necessary and appropriate (with any non-material amendments) including approval of the Tenant Improvement plans to carry out the terms and conditions of the Lease Agreement (*Ref. BFF-8 on file in the Board Office*).
- A Short-Term Ground Lease with Z Athlete Group, Inc. for approximately 10 acres of the UNLV-owned 42-acre property generally located near the southeast corner of Tropicana Avenue and Kelch Drive, Clark County, Nevada, and authorizing the Chancellor to negotiate, finalize, approve, and execute the Short-Term Ground Lease, along with any ancillary agreements or instruments required to implement and manage the Short-Term Ground Lease including, but not limited to, any amendments to or extension of the Short-Term Ground Lease or required Land Use Applications (*Ref. BFF-9 on file in the Board Office*).
- Authorize the granting of a subsurface easement to The Boring Company to support the construction and long-term operation of a transportation tunnel located beneath UNLV property, and authorize the Chancellor to draft, finalize, and execute an agreement to govern and evidence the easement, in consultation with NSHE Counsel, subject to the condition that a copy of the Easement Agreement shall be provided to the Chair of the Business, Finance and Facilities Committee at least fifteen (15) days prior to the execution thereof (*Ref. BFF-10 on file in the Board Office*).
- A Lease Amendment between the University and USDA for office space located at 111 Sheckler Road in Fallon, Nevada, extending the lease through May 31, 2030 (*Ref. BFF-15 on file in the Board Office*).
- A Resolution authorizing the University to enter into a Pre-Development Agreement and Affiliation Agreement, and other related agreements and disclosures (as set forth therein), all concerning University Village Housing

34. Approved-Business, Finance and Facilities Committee Report – *(Continued)*

Project, a proposed graduate student, medical resident, faculty and staff housing development to be located at 600 University Way, Reno, Nevada, adjacent to the University's main campus, and authorizing the Chancellor to execute the Pre-Development Agreement and Affiliation Agreement, and other related agreements and disclosures (as set forth therein) and any non-material or corrective amendments to either agreement, as well as any ancillary documents and disclosures, as are necessary to implement the terms of the agreements (*Refs. BFF-16a and BFF-16b on file in the Board Office*).

- A Resolution approving the purchase, for \$937,500, of real property located at 1340 North Sierra Street in Reno, Nevada (APN 007-132-08) and authorizing the Chancellor or designee to execute the purchase agreements, review and approve environmental condition reports, and sign any non-material amendments or ancillary documents required to finalize the purchases (*Ref. BFF-17 on file in the Board Office*).
- A Resolution approving the purchase, for \$8,000,000, of the real property located at Highlands Avenue in Reno, Nevada (APN 007-083-60) and authorizing the Chancellor or designee to execute the purchase agreements, review and approve environmental condition reports, and sign any non-material amendments or ancillary documents required to finalize the purchases (*Ref. BFF-18 on file in the Board Office*).

Regent Brown moved approval of Agenda Items 29-34 (*Agenda Item 29, Investment Committee Report; Agenda Item 30, Security Committee Report; Agenda Item 31, Audit, Compliance and Title IX Committee Report; Agenda Item 32, ad hoc Nevada State University Presidential Search Committee Report; Agenda Item 33, Academic, Research and Student Affairs Committee Report; and Agenda Item 34, Business, Finance and Facilities Committee Report*). Vice Chair Goodman seconded. Motion carried. Regents Arrascada and Del Carlo were absent.

35. Withdrawn-Proposed Reorganization of the Standing Committee of the Board – This item was withdrawn from the agenda.

36. Information Only-New Business – Regent Downs requested the following items: 1) Revisit Title 4, Chapter 17, Section 3 regarding the assessment of registration fees; 2) Examine the ratio of academic faculty versus administrative and executive staff, and discuss setting a target percentage; 3) Change the reporting line so that the Special Counsel to the Board reports directly to the Board Chair; 4) Create a new pathway for adding items to the agenda through the Chair without permission from the staff member presenting; 5) Conduct annual climate surveys at each institution; 6) Request a report from DRI and other research entities on how research is applied to daily life; 7) Conduct assessments of all classes taught by non-NSHE employees; and 8) Publish student access fee balances on a quarterly basis.

36. Information Only-New Business – (Continued)

Regent Boylan requested the following be addressed: 1) Emergency management and planning; 2) Lack of police presence at GBC; 3) Lack of standardization across police services north and south, including reporting structure; and 4) lack of protections (e.g., gate, peephole) at the System Administration-Las Vegas building.

Regent Fernandez requested the following items: 1) Receive an update on federal reclassification of professional degrees and how new caps will affect NSHE institutions, specifically regarding Grad Plus and Parent Plus programs; 2) Revisit the Nevada State University president salary to establish a mid-range between Executive 1 and 2; and 3) Review the student fee account inventory to verify that all accounts holding student fee revenues are properly classified within the fee funds, and report back to the Board on the findings and any recommended corrective actions or process improvements.

Regent Bautista proposed a discussion on collective bargaining and the recognition of graduate student worker unionization.

37. Information Only – Public Comment – None.

The meeting adjourned at 4:59 pm.

Prepared by: Klaas H. Van Der Wey
Special Assistant and Coordinator to the Board of Regents

Submitted for approval by: Keri D. Nikolajewski
Chief of Staff to the Board of Regents