

BOARD OF REGENTS

BRIEFING PAPER

1. **AGENDA ITEM TITLE:** Handbook Revision: NSHE Councils

MEETING DATE: October 17, 2025

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

This policy proposal recommends removing the codification of functional councils from the System's governance and policy-setting *Handbook*. This revision will help avoid confusion between governance and operational management, streamline the manual, and enhance administrative flexibility in managing day-to-day operations.

The *Board of Regents Handbook* provides the governing documents and policies for the Nevada System of Higher Education, including Bylaws of the Board of Regents, the organization and administration of NSHE, personnel policies, and operational policies. The *Handbook* has historically included descriptions of various councils, or functional groups, composed of institutional representatives convened to advise on academic, financial, and administrative matters. While these councils have served a valuable role in coordinating, collaborating, and information-sharing across institutions, their inclusion within a governance manual blurs the structural distinction between Board committees, which exercise delegated governance authority, and administrative councils, which provide advice and coordination under the authority of the Chancellor or Presidents.

Functional councils often evolve in response to changing needs such as new technologies, fiscal priorities, or compliance requirements. Embedding their structure in a governance document makes modification cumbersome, requiring formal amendment processes for what are essentially administrative tools.

By shifting oversight of these councils fully to the administrative domain, the System can:

- Create or dissolve councils as needs arise;
- Adjust membership and scope to align with current priorities; and
- Implement decisions more efficiently without Board-level procedural delays.

Retaining references to functional councils in a governance document inadvertently embeds operational practices into a policy-setting framework, reducing responsiveness and adaptability to changing institutional and System needs.

By removing functional councils from the governance *Handbook*, the Board preserves its focus on strategic oversight, policy direction, and fiduciary responsibility while empowering the Chancellor, Presidents, and System leadership to administer and adapt internal operational councils as needed to support efficient and responsive management.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

Chancellor Matt McNair will request approval of revisions to Board policy (*Title 4, Chapter 1, Section 13; Title 4, Chapter 8, Section 6; and Title 4, Chapter 9(B), Section 4*) to achieve uniformity in the way councils appointed by the Chancellor and/or comprised of System and institutional staff are referenced in the *Handbook*. The proposal seeks to streamline and establish consistency in the *Handbook* by decodifying the Public Safety Council, Inclusion, Diversity, Equity, and Access Council; and Business Officers Council in alignment with other management and operational councils, such as the Academic Affairs Council and Research Affairs Council, which are not codified in the *Handbook* yet provide critical support to NSHE operations and mission fulfillment.

4. IMPETUS (WHY NOW?):

The *Handbook* should serve as a concise, policy-level framework defining the structure of governance, delegation of authority, and lines of accountability. Removing operational details about functional councils will make the manual more readable, coherent, and focused on governance essentials while reducing the administrative burden of maintaining non-policy content through formal revision cycles.

5. CHECK THE NSHE STRATEGIC PLAN GOAL THAT IS SUPPORTED BY THIS REQUEST:

- ☐ Access (Increase access to higher education)
- ☐ Success (Improve student success)
- ☐ Close Institutional Performance Gaps

- ☐ **Workforce (Meet workforce needs in Nevada)**
- ☐ **Research (Increase solutions-focused research)**
- ☒ **Coordination, Accountability, and Transparency (Ensure system coordination, accountability, and transparency)**
- ☐ **Not Applicable to NSHE Strategic Plan Goals**

6. INDICATE HOW THE PROPOSAL SUPPORTS THE SPECIFIC STRATEGIC PLAN GOAL

By removing functional councils from the governance *Handbook*, the Board preserves its focus on strategic oversight, policy direction, and fiduciary responsibility while empowering the Chancellor, Presidents, and system leadership to administer and adapt internal operational councils as needed to support efficient and responsive management.

7. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

The proposal streamlines the *Handbook* and results in consistent treatment of operational councils, allowing for greater flexibility and responsiveness as management adapts to the continuously evolving higher education landscape.

Eliminating the Board's codification of the councils clarifies that the authority over operational councils rests fully with the Chancellor and Presidents.

8. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

Eliminating the Board's codification of the councils is unnecessary, and no change is needed.

9. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

Maintain the current codification of certain councils in the *Handbook*.

10. RECOMMENDATION FROM THE CHANCELLOR'S OFFICE:

The Chancellor's Office recommends approval.

11. COMPLIANCE WITH BOARD POLICY:

- ☐ Consistent With Current Board Policy: Title # _____ Chapter # _____ Section # _____
- ☒ Amends Current Board Policy: Title # 4 Chapter # 1 Section # 13, and
Title # 4 Chapter # 8 Section # 6, and
Title # 4 Chapter # 9(B) Section # 4
- ☐ Amends Current Procedures & Guidelines Manual: Chapter # _____ Section # _____
- ☐ Other: _____
- ☐ Fiscal Impact: Yes _____ No X _____
Explain: _____

POLICY PROPOSAL - *HANDBOOK*
TITLE 4, CHAPTER 1, SECTION 13
Public Safety Council

Additions appear in ***boldface italics***; deletions are [~~stricken~~ and bracketed]

[Section 13. ~~Public Safety Council~~]

~~The Public Safety Council (PSC) is established to review, evaluate, and, as needed, make recommendations to the Chancellor to address safety and security matters across the System. The PSC will work to enhance the safety and security of all NSHE institutions by making recommendations to ensure consistent safety standards, equitable resource distribution, and effective implementation of safety protocols. The PSC shall report to the Chancellor and shall be appointed in conformity with Title 2, Chapter 1, Section 1.4.11 of the Code, to include representatives from each NSHE institution. The charge of the PSC shall be established by the Chancellor and may include, without limitation, the following tasks:~~

- ~~1. Evaluate safety and security issues impacting NSHE institutions regularly, including current practices, emerging concerns, and the effectiveness of implemented measures, and provide comprehensive reports and recommendations to the Chancellor.~~
- ~~2. Actively seek, leverage, or recommend financial funding sources, including federal, state, local, and private grants, to support and implement safety improvements across all NSHE institutions.~~
- ~~3. Encourage all safety enhancements, including infrastructure improvements, training, and protocols, to be distributed equitably across NSHE institutions so that campuses of all sizes and locations have access to necessary resources.~~
- ~~4. Encourage consistent safety training, education programs, and security protocols across all NSHE institutions, ensuring that each campus follows uniform safety standards.~~
- ~~5. Support the Board of Regents' Security Committee with regular reports, supported by current research and related data, on the charges outlined in the Committee's mission.]~~

Renumber Sections 14 through 41.

POLICY PROPOSAL - *HANDBOOK*

TITLE 4, CHAPTER 8, SECTION 6

NSHE Inclusion, Diversity, Equity and Access Council

Additions appear in ***boldface italics***; deletions are [~~stricken~~ and bracketed]

[~~Section 6. NSHE Inclusion, Diversity, Equity and Access Council~~]

[~~To support the principle established in Section 1 of this Chapter, an Inclusion, Diversity, Equity and Access Council (IDEA Council) will be established to review, evaluate, and, as needed, formulate additional proposed NSHE inclusion, diversity, equity and access goals, policies, and practices, and provide statewide leadership in best practices. The Inclusion, Diversity, Equity and Access (IDEA) Council shall report to the Chancellor and shall be appointed in conformity with Title 2, Chapter 1, Section 1.4.11 of the Code, to include representatives from each NSHE institution. The charge of the Council shall be set by the Chancellor to include the following tasks:~~

- ~~1. Recommend to the Chancellor and the Board of Regents proposed goals, policies, practices, related strategies, and accountability measures on inclusion, diversity, equity and access;~~
- ~~2. Conduct a continuing review of existing goals, policies, practices, concerns, and information related to inclusion, diversity, equity and access on all NSHE campuses;~~
- ~~3. Provide for opportunities for communication among NSHE institutions to identify and promote best practices for ensuring inclusion, diversity, equity and access among the students, staff and faculty of the System;~~
- ~~4. Support and monitor the Board of Regents' goals and strategies for inclusion, diversity, equity and access;~~
- ~~5. Encourage regular collaboration between and among institutional faculty members and staff on issues related to inclusion, diversity, equity and access; and~~
- ~~6. Support the Board of Regents' Inclusion, Diversity, Equity and Access (IDEA) Committee with regular reports, supported by current research and related data, on the charges outlined in the Committee's mission related to inclusion, diversity, equity and access issues.~~
- ~~7. As used in this Section, the terms "inclusion," "diversity," "equity" and "access" have the meanings ascribed to them in Title 1, Article VI, Section 3.d. of the Board of Regents Handbook.]~~

Renumber Sections 7 through 18.

POLICY PROPOSAL - *HANDBOOK*
TITLE 4, CHAPTER 9(B), SECTION 4
Business Officers Council Charter

Additions appear in ***boldface italics***; deletions are [~~stricken~~ and bracketed]

B. Finance and Administration Charter

...

[~~Section 4. Business Officers Council Charter~~]

[~~1. Purpose~~

~~The NSHE Business Officers Council (BOC) provides strategic guidance for finance, human capital (HCM), payroll, system-wide financial and administrative shared services, and their supporting applications across the eight institutions and System Administration comprising the Nevada System of Higher Education. The BOC shall provide strategic guidance by establishing goals, policies, procedures and setting priorities for NSHE finance and administrative functions.~~

~~2. Roles and Responsibilities~~

- ~~a. Recommend to the Chancellor, Presidents, and the Board of Regents proposed guidelines, policies, procedures, and priorities for NSHE finance and administrative functions.~~
- ~~b. Establish annual goals, provide strategic direction, and set priorities for the finance, HCM, payroll, and shared service advisory committees.~~
- ~~c. Define the committees and their charters that support NSHE business operations.~~
- ~~d. Review existing goals, policies, procedures, reports, and priorities for NSHE finance and administrative functions to identify areas for improvement and implementation of best practices.~~
- ~~e. Provide direction for implementing legislative mandates, reporting protocols, and policy changes from the Board of Regents, state, and other external governing bodies.~~
- ~~f. Provide strategic guidance and ensure coordination of NSHE system-wide financial and administrative shared services, including NSHE Payroll Services, Business Center North, Business Center South, and System Computing Services.~~
- ~~g. Encourage collaboration and coordination between and among Chief Business Officers and their respective institutions.~~
- ~~h. Communicate and reinforce guidelines, policies, procedures, goals and priorities for NSHE finance and administrative functions.~~
- ~~i. Resolve implementation issues that may escalate from finance, payroll, HCM, and system-wide financial and administrative shared service business functions.~~
- ~~j. Receive and review progress updates, escalation, and input from NSHE finance and administrative advisory committees.~~
- ~~k. Periodically review finance and administrative functions across NSHE institutions, including centralized and system-wide shared services, to increase quality, efficiency, and transparency of business operations.~~

- ~~l. Review requests for information and ad hoc reports from the Chancellor, Board of Regents, state, and other governing bodies and develop uniform guidance to ensure consistent reporting across NSHE institutions.~~
- ~~m. Lead through modeling organization effectiveness; Implement and monitor industry best practices related to higher education finance and administrative functions.]~~