



Nevada System of Higher Education

Board of Regents Presentation



Presenters

Michael Parks

Executive Director

University of Texas System Police

Jim Nawoichyk

Risk and Compliance Advisor

St. Thomas Aquinas College



PRESENTATION OVERVIEW

Purpose

- Independent system-wide assessment of NSHE campus police services
- Conducted by IACLEA pursuant to Board of Regents policy
- Focused on effectiveness, governance, alignment, and equity

Scope of Review

- Phase I: Southern Command assessment
- Phase II: Northern Command assessment
- Phase III: Feasibility of a statewide Commissioner model



FINDINGS - OVERALL

- NSHE has made meaningful progress toward consolidated campus policing
- Leadership, professionalism, and shared services have improved
- System has *not yet achieved* consistent, equitable service delivery
- Core challenges are **operational**, not structural
- Primary risks relate to staffing, governance clarity, and implementation gaps



FINDINGS – SOUTHERN COMMAND

Strengths

- Improved leadership effectiveness and organizational direction
- Increased professionalism and coordination
- Shared services (dispatch, training, investigations) improving capacity

Challenges

- Memoranda of Understanding (MOUs) remain incomplete
- Funding, service expectations, and accountability are unclear
- Rotational deployment limits officer visibility and relationship-building
- Communication and transparency gaps persist



FINDINGS – NORTHERN COMMAND

Strengths

- More mature and integrated consolidation model
- MOUs in place and better understood
- Accessible leadership and stronger campus relationships

Challenges

- Staffing levels insufficient for geographic coverage
- Rural and satellite campuses experience uneven service delivery
- Prior inequitable service at Great Basin College identified as a system-level risk
- Continued concerns about accountability and consistency



FINDINGS – SYSTEMWIDE

- Staffing levels do not align with campus needs or risk profiles
- Service delivery models inconsistent across campuses
- Governance and funding structures lack uniform clarity
- Communication between commands and campuses is inconsistent
- Technology capabilities vary significantly by institution
- Perceptions of inequity undermine trust and system credibility



FINDINGS – COMMISSIONER MODEL

Conclusion

- A statewide Commissioner model is *not recommended at this time*

Rationale

- Primary issues are operational, not structural
- Adding a Commissioner would not resolve staffing or implementation gaps
- Risk of increased bureaucracy, cost, and reduced direct campus access
- Commands are at different stages of maturity



RECOMMENDATIONS

Immediate Priorities

- Finalize and execute Southern Command MOUs
- Develop a system-wide, needs-based staffing model
- Transition to campus-based or semi-permanent officer assignments
- Address service gaps at rural and satellite campuses
- Standardize policies, technology, and communication practices



NEXT STEPS

Recommended Model

- Phased implementation: Stabilization → Standardization → Optimization
- Focus on execution and alignment before structural change

Support Mechanism

- Engage a time-limited, external system-level coordinator
- Coordinator reports to Chancellor; no operational control over chiefs
- Focus on tracking progress, facilitating agreements, and ensuring accountability



NEXT STEPS - CONTINUED

Key Oversight Questions

- Are MOUs finalized and understood system-wide?
- Are staffing levels aligned with campus size, risk, and geography?
- Is service delivery equitable across institutions?
- Are accountability and communication mechanisms effective?

Future Decision Point

- Reassess Commissioner model only after operational maturity is achieved

Final Points

- NSHE policing does not require system redesign
- It requires disciplined implementation and resource alignment
- Focused leadership and accountability can achieve equity and effectiveness
- With successful execution, NSHE will be positioned for long-term governance decisions





Thank You

www.iaclea.org