

SPECIAL MEETING
BOARD OF REGENTS
NEVADA SYSTEM OF HIGHER EDUCATION

System Administration, Las Vegas
4300 South Maryland Parkway, Board Room
Friday, January 22, 2016

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. Rick Trachok, Chairman
Mr. Michael B. Wixom, Vice Chairman
Dr. Andrea Anderson
Mr. Cedric Crear
Mr. Robert Davidson
Dr. Mark W. Doubrava
Dr. Jason Geddes
Mr. James Dean Leavitt
Mr. Sam Lieberman
Mr. Kevin C. Melcher
Mr. Kevin J. Page
Ms. Allison Stephens

Members Absent:

Mr. Trevor Hayes

Others Present:

Mr. Daniel J. Klaich, Chancellor
Ms. Crystal Abba, Vice Chancellor, Academic and Student Affairs
Dr. Constance Brooks, Vice Chancellor, Government and Community Affairs
Ms. Brooke A. Nielsen, Vice Chancellor, Legal Affairs
Mr. Vic Redding, Vice Chancellor, Finance and Administration
Dr. Marcia Turner, Vice Chancellor, Health Sciences
Dr. Steven Zink, Vice Chancellor, Information Technology
Mr. Frank R. Woodbeck, Executive Director, Nevada College Collaborative
Mr. Dean J. Gould, Chief of Staff and Special Counsel to the Board of Regents

Others Present: *(Continued)*

Dr. Michael D. Richards, President, CSN
Dr. Stephen G. Wells, President, DRI
Dr. Mark A. Curtis, President, GBC
Mr. Bart J. Patterson, President, NSC
Dr. J. Kyle Dalpe, President, TMCC
Dr. Len Jessup, President, UNLV
Dr. Marc A. Johnson, President, UNR
Mr. Chet Burton, President, WNC

Also present were faculty senate chairs Dr. Camille Naaktgeboren, CSN; Ms. Dana Trimble, DRI; Dr. John Adlish, TMCC; Dr. Bryan L. Spangelo, UNLV; and Dr. David Sanders, UNR. Student government leaders present included Ms. Kanani Espinoza, CSUN President, UNLV, and Mr. Caden Fabbi, ASUN President, UNR.

Chairman Rick Trachok called the meeting to order at 9:00 a.m. with all members present except Regent Hayes. Regent Crear led the Pledge of Allegiance.

1. Information Only – Public Comment – Ms. Cathy McAdoo announced she intends to file for the District 8 seat of the Nevada System of Higher Education (NSHE) Board of Regents.

Mr. Gil Lopez offered an invitation to the Black and Brown Education Forum to be held at the College of Southern Nevada (CSN) on February 4, 2016, at 5:30 p.m.

Dr. John Farley, Physics Professor, University of Nevada, Las Vegas (UNLV), spoke on behalf of the Nevada Faculty Alliance and voiced opposition to the use of massive open online courses (MOOCs).

2. Information Only – Trends in Higher Education – Regent Robert Davidson led a discussion on trends in higher education. The discussion included matters related to student and staff demographics, institutional costs, funding, instruction and the potential implications of new instructional technology (*Ref. BOR-2 on file in the Board office*).

Regent Davidson reviewed the status and trends of demographics in higher education.

Regent Melcher asked how the NSHE can address issues such as the declining enrollment of minority males. Regent Davidson said it is difficult to legislate attitudinal changes. He provided the nation's smoking education campaign as an example of one possible approach to address such issues.

Regent Melcher said society needs to address and emphasize higher education with the parents when children are in elementary school and the State Board of Education should be involved.

2. Information Only – Trends in Higher Education – (Continued)

Regent Crear said it appears there is also a disconnect between the Board and the institutions. Cultural competence needs to be infused and embraced throughout the System from the top to the bottom.

Regent Davidson said the declining enrollment of males is a worldwide phenomenon.

Regent Stephens said she would like to challenge the idea that the underrepresentation of minority males is a cultural issue. Admission standards are generally racially biased. The NSHE needs to look at ways to increase cultural competence and meet individual student needs based on the student's background and culture.

Regent Page said Wells Fargo is working on a new national college planning program to help potential first generation college students in high school begin preparing for college. He asked if anyone knows of a Nevada high school that has not been contacted about this program to please let him know, as Wells Fargo is trying to reach out to every high school in Nevada.

Dr. Mark A. Curtis, President, Great Basin College (GBC), said Rotarians go into every elementary school in Elko County and give every third grader a dictionary with a bookmark inviting them to visit GBC.

Dr. Marc A. Johnson, President, University of Nevada, Reno (UNR), said he agrees with Regent Crear's comments and said the institutions need to cultivate an accepting community campus wide. From 2011 through 2015 at UNR the grade point average (GPA) gap between African American male students and white students was significantly reduced.

Dr. Michael D. Richards, President, CSN, agreed with President Johnson. He said the NSHE needs to provide cultural competency opportunities and not just male minority mentoring programs. Programs for females need to be made available as well.

Regent Crear said the System needs to do a better job of diversifying campus faculty. Students feel much more comfortable if there are instructors and mentors they believe they can better relate to.

Regent Page said the overall student experience is important and more emphasis and resources need to be invested in the student experience. The data from UNLV illustrates student satisfaction goes down as students spend more time on campus. This trend needs to be reversed to enhance graduation rates.

Mr. Bart J. Patterson, President, Nevada State College (NSC), said NSC has an internal council focusing on supporting student and faculty diversity and student mentoring opportunities. Several organizations, including faith-based organizations, have reached out to NSC to help with mentoring. There is opportunity to expand mentoring through these organizations.

2. Information Only – Trends in Higher Education – (Continued)

Dr. Len Jessup, President, UNLV, said one of the five goals in the 2015-2022 UNLV Strategic Plan addresses the student experience.

Regent Melcher said many rural students struggle with the overwhelming “whole new world” of college life as well. The Dean's Future Scholars program at UNR is working well and can be used as a model to help address some of these issues.

Regent Davidson reviewed the status, issues and trends of the cost of higher education.

Vice Chairman Wixom asked if any studies or analyses have been done on the inefficient use of technology. Regent Davidson said there are articles that have addressed this issue. It does not appear inefficient use of technology is limited to higher education because state governments and hospitals also appear to struggle; however, it appears this phenomenon is decreasing.

Dr. J. Kyle Dalpe, President, Truckee Meadows Community College (TMCC), said software and technology can help with the business process if needs are clearly articulated prior to purchasing the software and technology.

Regent Page said the NSHE should take a System-wide look at information technology and utilize economies of scale.

Regent Davidson reviewed the status and trends of funding higher education.

Regent Stephens said it is important to pay attention to the costs of, and funding for, graduate-level education. While workforce development is important, it is also important to nurture the concepts, ideas, creativity and critical thinking skills that come from higher education.

President Patterson said NSC is likely to start an international student program in the next two years. International students bring new money into the economy and a new cultural experience to Nevada's students. Regent Crear said donors might be less likely to provide support as the international student base increases. Regent Davidson said federal tax law changes might restrict donor contributions.

Mr. Daniel J. Klaich, Chancellor, said Nevada students have not been denied a place at Nevada institutions and have not experienced cost increases due to out-of-state or international students; however, this issue must continue to be monitored as funding pressures increase.

Regent Davidson said the national trend is that out-of-state and international students generally pay higher tuition.

2. Information Only – Trends in Higher Education – (Continued)

President Richards voiced concerns regarding the financial models used to address the needs of community colleges. Many institutions do not have the resources to fully support the increasing number of students needing developmental assistance; increasing student indebtedness upon exit is causing some community colleges to consider not offering loans to students; and some states are considering applying a premium and alternative funding formulas to close the growing gap between low-income students and non-low-income students.

Regent Davidson reviewed the status and trends regarding instruction.

Vice Chairman Wixom mentioned Harvard University instructors are providing MOOCs to the masses on an experimental basis to refine their own courses offered on campus.

Regent Davidson said the Davidson Academy uses online courses to refine course content and the course delivery mechanism. The Massachusetts Institute of Technology has said it uses similar methods. Most on-campus students also take online courses.

Regent Stephens said it is important to clarify the distinction between MOOCs and online education in general. MOOCs are online courses aimed at unlimited participation with completely open access via the web.

Regent Geddes said there is a need for seamless online learning among NSHE institutions.

Regent Anderson asked whether some groups of students struggle with online courses, and if they do, can the NSHE justify promoting the expansion of online courses. Regent Davidson said online learning results are mixed but getting better. As online instruction improves, student online education success will increase.

Regent Stephens reminded the Board that graduate education and doctoral degrees are important in achieving the Carnegie Foundation's classification as a Research University (very high research activity) (RU/VH). She suggested the Board explore public-private partnerships and institutions that have experienced success with them. NSC is utilizing innovative ideas and programs, such as open source materials, to help students with online courses.

Regent Melcher said it is important to better define and clarify the definitions of e-learning and online courses; e-learning is more complex than online courses. One example of a hybrid e-learning education option is cohorts of people across state boundaries and no matter where the students live they are considered in-state students.

President Patterson said the end goal is the marketability of the graduating student. Generally, first-time freshmen have a very difficult time with the online environment. The NSHE needs to tailor the delivery method to the specific, targeted student population.

2. Information Only – Trends in Higher Education – (Continued)

President Dalpe said 40 percent of TMCC students are taking an online course. Many TMCC students utilize significant wrap-around support services.

President Curtis said GBC delivers 55 percent of its courses online, 17 percent via interactive video and only 28 percent traditionally due to the rural nature of its student population. Completion rates are 89 percent for traditionally delivered courses and 80 percent, and growing, for those courses utilizing electronic delivery methods.

Regent Page left the meeting.

President Jessup said UNLV has thousands of students enrolled in online courses and programs. Many of those programs rank extremely well nationally. In the last five years the large for-profit universities have lost online education market share while the public higher education institutions have regained online education market share.

Regent Crear asked how many students can be serviced online through GBC. President Curtis said GBC's online classes are capped at 30 students due to faculty workload parameters. The limiting factor is faculty workload not technology. GBC is educating students from 28 other states.

Regent Page entered the meeting.

Regent Davidson reviewed the possible implications, stemming from the recent trends in higher education, for the NSHE.

President Curtis said GBC has seen a huge increase in online delivery to high school students. Many high schools require students to take at least one online college course to prepare students for using this technology.

Regent Geddes said high school students should be able to take more advanced online college courses if the student is ready. He asked how articulation agreements and standards would be determined among institutions for online courses. Regent Davidson said the standards would change as technology changes. He thinks most universities will eventually accept online courses from other universities.

Regent Leavitt suggested the Board prioritize solutions for the issues identified in the presentation and determine how to do this with limited resources and funding from the state.

Regent Davidson reviewed his conclusions with the Board.

Chairman Trachok thanked Regent Davidson for sharing his experience and research with the Board.

President Richards suggested the Board revive Chancellor Klaich's discussion on 26 suggestions for consideration on distance education.

2. Information Only – Trends in Higher Education – (Continued)

Regent Davidson said service areas may not make as much sense for online or e-learning as they have in the past for traditional learning.

Chancellor Klaich said the institutions should not be limited by service areas, even if that results in beneficial competition among institutions.

The Board recessed at 10:41 a.m. and reconvened at 10:51 a.m. with all members present except Regent Hayes.

3. Action Taken – Alignment of NSHE Institutions (Agenda Item #3) – The Board directed: 1) staff to return to the Board in March of 2016 with information, including budget and resources, on the development of a common registration platform; 2) the two university presidents to provide a report back to the Board on the use of The Common Application (Common App); 3) the Chancellor's staff to bring information on a common NSHE application platform back to the Board in June; and 4) staff to bring back a proposed policy in June for the removal of fees charged for the internal transmission of transcripts within the NSHE as long as the System receives permission from the student.

The Board generally discussed strategic directions for the future of public higher education in Nevada in the context of what it means for NSHE institutions to be part of a "system" and the ramifications of such for efficiently and effectively serving students (*Refs. BOR-3a and BOR-3b on file in the Board office*).

Chairman Trachok directed the Board members to the reference titled "Alignment of NSHE Institutions" and said the Board would review the items in the same order as depicted in the reference.

The first item discussed was:

1. Standards for evaluating students at the point of admission – which institution should a student attend?

President Johnson addressed special admit students and explained UNR's standards have not been lowered to accommodate special admits. UNR began looking at special admit graduation rates in 2011 and, based on the review, UNR has reduced its number of special admits. There are two levels of special admits: those students lacking performance in one class or academic area and those students with a low high school GPA and ACT composite test score. There are several programs in place to support these students.

President Jessup said UNLV plans to reduce the number of late admit students to approximately 10 and the special admits to approximately 100. Unfortunately, the reduction in special admits will have a greater impact on underrepresented groups. UNLV is partnering with CSN to help address special admits with a dual admit process.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Regent Crear said a few years ago the NSHE raised the GPA from 2.75 to 3.0 and simultaneously increased special admissions from 10 percent to 20 percent as well as eliminated the remedial courses at four-year institutions. He believes reducing special admits will disproportionately affect minority, first-generation students.

Regent Melcher asked if the proposed agreement between UNLV and CSN that President Jessup mentioned would negatively affect the funding formula. President Jessup and President Richards said they did not think it would negatively affect the funding formula. Regent Melcher asked if the memorandum of understanding (MOU) requires that students spend two years at CSN before transferring to UNLV. President Richards said this is a draft MOU and additional conversations are taking place. CSN is partnering with UNLV and putting a similar MOU in place to partner with NSC. CSN students would be required to complete an associate degree before transferring.

Regent Stephens said she was disappointed that UNLV, CSN and NSC had not brought this effort to the Board's attention prior to drafting the MOU.

Regent Doubrava reiterated Regent Crear's comments and the concern over the reduction in special admits disproportionately affecting minority and first-generation students. He asked if non-qualifying Western Interstate Commission for Higher Education (WICHE) students can be admitted under the special admit process. President Johnson said WICHE students would only be missing a course or something similar and would not be below the academic performance requirements.

President Jessup said the NSHE would not lose special admit students under the MOU. The UNLV Academic Success Center provides numerous programs to support students; however, the retention rate for special admits using the programs has not appeared to improve.

Regent Page noted the UNLV late admit graduation rate is 27.4 percent as opposed to 39.6 percent. President Jessup said he is confident UNLV will be able to greatly reduce the number of late admits.

Regent Geddes asked if the draft MOU includes an alternative pathway; for example, is there a way for students to transfer prior to completing a two-year commitment. President Richards said the MOU is still in draft form and is still being refined.

Chairman Trachok asked to see the draft CSN, UNLV and NSC MOU.

Regent Geddes asked if non-degree transfers and reverse transfers would be allowed under the MOU. President Richards said yes. He believes students are better prepared for transfer if they finish general education requirements and transfer as a junior.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Regent Anderson said she likes the idea of students being required to complete a two-year degree prior to transfer. She asked what percentage of special admits are athletes. President Johnson said 12 of the 132 special admits in Fall 2015 were athletes and 16 of the 98 special admits in Fall 2014 were athletes.

President Jessup said 16 of the 574 total special admits in Fall 2013 were athletes; there were 21 special admit athletes in Fall 2014; and 26 of the 589 total special admits in Fall 2015 were athletes.

Regent Lieberman said NSHE's student population needs to be reflective of its community. UNLV has four counselors on staff at CSN to support a seamless transition and help guarantee student success.

President Patterson explained the first semester is critical. Underrepresented and low-income students are more successful in smaller classes with more instructional support. A student or family looking for the most cost effective path should look at the community and state college transfer opportunities. The institutions need to reach out to the students as they begin planning for college.

Ms. Crystal Abba, Vice Chancellor, Academic and Student Affairs, reminded the Board of the Academic, Research and Student Affairs (ARSA) Committee recommendation that transfers from a community college to a university not be restricted to only those students who had earned a transferrable associate degree.

Regent Crear said the Board raised the admission standards in 2006 from a 2.5 to a 2.75 GPA and in 2007 from a 2.75 to a 3.0 GPA. He questioned the use of 2007-2009 graduation data. President Johnson explained the six-year graduation rate is measured from 2009 to 2015 and the information from those six years is what is being reviewed this year. President Jessup added more current information is reviewed each year.

Regent Crear said the Board has not been provided with more recent data and requested this item be tabled until more recent data can be provided.

Chancellor Klaich explained the 2008 cohort means 2014 data and the 2009 cohort means 2015 data. The institutions may have more current data; however, that data is incomplete with respect to the graduation rate. The graduation data, as reported to the Integrated Postsecondary Education Data System, looks at a six-year period.

Regent Stephens said she requested ethnic and racial data on special admit students. UNLV provided that data from Fall 2008. The request had nothing to do with graduation rates and she was expecting to see ethnic and racial data on special admit students for Fall 2015.

Chairman Trachok explained this item was put on the agenda to better understand the 9 percent UNLV special admit graduation rate.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Regent Davidson said he is more interested in where the student finishes rather than where they start. He is also concerned with students who do not graduate and still end up with student loans. NSHE's university graduation rate needs to increase. Achieving graduation is more important than where a student graduates.

Vice Chairman Wixom said in 2006, when the admission standard was increased, he was assured it would not negatively affect students of color. Unfortunately, counselors and counseling services were the first cuts during the significant budget reductions that began in 2007. He said support services must be in place to service special admit students.

Regent Page said the overall graduation rates are concerning. He asked what the Board needs to do in order to increase overall student support, experience and success.

President Richards said overall development for CSN students is crucial. Reverse transfer is a key opportunity.

President Dalpe said community college entrance and exit paths are unique and TMCC graduation rates have increased from single digits to approximately 33 percent.

President Curtis said GBC is an open access institution. The graduation rate is approximately 27 percent for first-time, full-time students. National and state statistics show rural students are generally more successful than urban students.

Mr. Chet Burton, President, Western Nevada College (WNC), said Nevada has one of the least-prepared-for-college cohorts in the nation. Community college recruitment cannot compete with university recruitment; some people hold an unfounded stigma of community colleges.

Mr. Joe Dagher, Consolidated Students of the University of Nevada (CSUN) Public Relations Administrator, UNLV, speaking on behalf of Ms. Kanani Espinoza, CSUN President, UNLV, said he agrees with what President Jessup, his administration and his cabinet are doing with this issue. CSUN supports providing disadvantaged students with opportunities to be successful; however, students also want to maintain high university standards so their degrees will be worth something.

Regent Stephens cautioned the Board regarding unintended consequences and said she wants to see a more robust single NSHE admissions process not solely based on test scores. Wrap-around services are important and the needs of all students should be assessed in a holistic fashion.

Regent Geddes said resources were cut and the Board made a commitment to keep dollars in the classroom. Many of the items being discussed are administrative and administrative services are also critical for student success.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Vice Chairman Wixom said the largest single complaint he gets is access to services. The System needs to improve access to student services and improve student tracking.

President Johnson said he appreciates this discussion and said UNR experienced a 59 percent graduation rate for the 2009 cohort, which is above the median of like institutions. UNR has offered a co-admission policy to all community colleges. A letter goes out to those not fully prepared and encourages their enrollment at a community college first.

Regent Stephens suggested the letters to non-admit students include admissions information for Nevada's state and community colleges.

Chairman Trachok asked if the System or Board is doing something to perpetuate an unfounded stigma of community colleges. President Patterson said reputations must be earned and stressed the importance of offering smaller class sizes with more hands-on attention.

Dr. John Adlish, Faculty Senate Chair, TMCC, said the most important question is how can the System help the student to succeed; proper student placement and removing the community college stigma are both essential.

Dr. Camille Naaktgeboren, Faculty Senate Chair, CSN, said community college faculty are treated as second class faculty due to their lower salaries.

President Richards said five or six of the NSHE institutions are in financial distress. He would like to provide wrap-around services; however, the CSN budget is being cut by 15 percent and full-time staff are being eliminated.

Regent Geddes said the funding formula leveled the playing field as it provided that courses be reimbursed at the same rate regardless of the type of institution; however, the System needs more state funding to provide the needed wrap-around services.

Vice Chairman Wixom requested more information on the special admission processes unique to each institution; the CSN, NSC and UNLV draft MOU; support services and the additional needs of the institutions; the disparate impact on students of color; and the letter President Johnson mentioned that explains alternative options when a student is denied entrance at a particular NSHE institution.

Regent Lieberman said the Community College Committee has worked tirelessly to unify the System in order to speak with one voice regardless of which institution a student chooses to attend.

Regent Crear said the UNR denial letter is improved; however, it should be reviewed for possible further improvement. He asked for an update on the outcomes of the student fee increases the Board approved to enhance student services.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Chairman Trachok said the institutions would provide information on the student fee increases and how those increases were used to further support student services in March.

President Dalpe said in Nevada 43 percent of undergraduate students attend a community college; nationally that number is 46 percent. Now that TMCC offers four-year degrees, the college has been discussing whether it should remove “community” from its name.

The Board recessed at 12:28 p.m. and reconvened at 12:57 p.m. with all members present except Regents Hayes and Anderson.

The next item discussed was:

2. How can we better serve students in the context of being a “system” of institutions?
 - A. Common Registration Platform

Regent Anderson entered the meeting.

Vice Chancellor Abba explained the differences between a common application and a common registration platform. A common registration platform would require increased staff resources and approximately one year to develop.

Regent Page asked why UNR and UNLV are not participating on Common App at “commonapp.org.”

President Jessup said he is not familiar with Common App. PeopleSoft is another widely used application platform.

Vice Chancellor Abba said she does not know which platform Common App utilizes. As she understands, the student application information would come to the institution. She is not sure if the information comes in through PeopleSoft or independently.

Mr. Michael Sauer, Associate Vice President, Enrollment and Student Services, UNLV, said UNLV is currently investigating using Common App. He reviewed some of the benefits and negatives of Common App. The technical issues are not a restriction for UNLV.

Regent Page suggested UNLV ask other schools how Common App is working for them. He asked when a contract with Common App would need to be approved. Mr. Sauer said Common App requires a three-year contract and the contract would need to be signed by April or May of this year for Fall 2017. Regent Page requested UNLV bring a report back to the Board prior to the April or May deadline.

Regent Lieberman left the meeting.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Regent Geddes asked if there is a way for the NSHE to put together a common application for the System. Vice Chancellor Abba said the NSHE has been unsuccessful at producing common forms. It is difficult to get all of the institutions to agree on a common form that would meet each of their distinct needs. Vice Chancellor Abba said a common registration platform would be more beneficial than a common application platform. Common registration would benefit NSHE students for multiple years as long as they are System students.

Regent Geddes moved approval of the development of a common registration platform. Regent Crear seconded.

Regent Stephens asked about federal financial aid and if the NSHE is viewed as a single institution. Ms. Renee Davis, Director of Student Affairs, NSHE, said while all NSHE institutions fall under the NSHE common tax identification number, they are considered separate institutions in some respects regarding federal financial aid. There is a federal provision for consortium agreements allowing students to take credits at multiple institutions; however, because the provision is permissive and presently applied on a student-by-student basis, some NSHE institutions currently choose to prohibit this. The System would need to develop and implement a blanket agreement in conjunction with any common registration platform it develops.

Regent Stephens said the common application seems extremely beneficial and reasonable. She encouraged the institutions to make this a priority.

Regent Crear suggested the Board also pursue the development of a common application.

Regent Davidson said the focus should be on what the student needs. A common application makes it easier for students.

Regent Melcher asked how a common application and common registration platform might affect the funding formula and the draft NSC, CSN and UNLV MOU.

Regent Anderson asked if Common App would be used for all NSHE institutions or just the universities. Chairman Trachok said only the universities; however, the common registration platform would be used by all NSHE institutions.

Regent Anderson asked how a student from one institution would be able to register for a course at another institution if the student had not applied or been accepted at the other institution. Vice Chancellor Abba explained that would need to be worked out through policy and in the development of the platform. Regent Anderson expressed concern over common registration between the universities and the community colleges, as course requirements are different between the two groups.

Regent Lieberman entered the meeting.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

President Curtis said the Michigan Community College Virtual Learning Academy is a common registration agreement for online courses that is working very well.

President Patterson said design is critical.

Mr. Caden Fabbi, Associated Students of the University of Nevada (ASUN) President, UNR, said he supports the common registration and common application platforms.

President Johnson said the student should be able to choose which institutions will receive the student's transcript information.

Chairman Trachok restated the motion. The motion is to direct the Chancellor's office to put together a proposed plan, including budget and resources, for a common registration platform and bring it back to the Board for consideration in March.

Regent Geddes, the maker of the original motion, said he would also like to have a presentation on Common App. Regent Crear accepted the amendment.

Regent Stephens asked for clarification, and if the motion includes a presentation on a common NSHE application platform along with a presentation on Common App.

Regent Crear and Mr. Gould asked for clarification on the motion regarding a common NSHE application platform and Common App as well as additional details regarding timeframes.

Regent Geddes suggested the information come back in March.

Chancellor Klaich clarified that the Chancellor's staff will: 1) return to the Board in March of 2016 with information, including budget and resources, on the development of a common registration platform; 2) the two university presidents will provide a report on Common App; and 3) the Chancellor's staff will bring information on a common NSHE application platform back to the Board in June.

Regent Geddes and Regent Crear accepted the time frames and amendments to the original motion as detailed by Chancellor Klaich. Motion carried. Regent Hayes was absent.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

The next item discussed was:

2. How can we better serve students in the context of being a “system” of institutions?
 - B. Transfer and Articulation

Vice Chancellor Abba provided information on transfer and articulation policies. She explained transfer is different than articulation. All courses in the common course numbering system transfer unless an institution clearly specifies that a course is nontransferable; however, these courses might transfer as general elective credits only and may not fulfill specific course requirements for the same major or concentration for the same degree. The audit report on transfer and articulation policies will be completed in June.

Chairman Trachok said this item will be tabled until the report is finalized and presented to the ARSA Committee in June.

The next item discussed was:

2. How can we better serve students in the context of being a “system” of institutions?
 - C. Transcript Procedures

President Johnson said every transcript request must be reviewed by a staff member.

Vice Chancellor Abba explained transcript and reverse transfer procedures and policies. Currently students must request a transcript so coursework may be applied to the program of study at the home institution. Transcript exchange between NSHE institutions is currently occurring electronically, so it may be feasible for the fee to be waived whenever an electronic transcript is sent between NSHE institutions. Developing the process and policy revisions would require, at a minimum, institutional policy and procedure discussions with attention to Family Educational Rights and Privacy Act compliance and other concerns the campus registrars may have.

In general discussion the Regents said the priorities are to help keep Nevada’s students in Nevada and make this as easy and cost effective for the students; remove transcript fees for the transmission of transcripts within the NSHE System; and continue to charge fees for the transmission to institutions and students outside of Nevada.

President Johnson corrected his initial statement and said it is every application not transcript that must undergo an intensive review by staff.

Regent Stephens moved approval to remove fees charged for the internal transmission of transcripts within the NSHE as long as the System receives permission from the student. Regent Page seconded.

Regent Melcher asked if this would be implemented immediately.

Regent Stephens said the System has the ability to transmit the transcripts today.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Vice Chancellor Abba explained the issue is the fee. The System currently has the capacity to transmit transcripts electronically; however, it might be prudent to have discussions with the institutions.

Vice Chairman Wixom said it is important to hear from the presidents.

The Regents and presidents further discussed the transmission of transcripts and noted the following items which may need additional consideration prior to proposing an amended policy: determine the actual staff costs for evaluating a transcript both internally and externally; discuss how holds on the release of transcripts for various reasons will continue to be honored; and discuss transcript procedures with student services staff and academic and student affairs officers at each of the institutions.

Vice Chairman Wixom cautioned the Board to be thorough in addressing this issue in order to avoid unintended consequences.

Regent Stephens amended her original motion to include direction to Vice Chancellor Abba to bring back proposed policy revisions informed by additional information as suggested in the discussions today; the proposed policy would be brought to the Board in June.

Regent Page accepted the amendment to the motion with the caveat that the information provides a plan for moving forward and not a list of obstacles and the information be brought back in March.

Regent Leavitt said depending on how much staff time it takes to review transcripts, transcript fees may make sense.

Vice Chancellor Abba said she can bring the information back to the Board in June.

Regent Page accepted the June time frame.
Motion carried. Regent Hayes was absent.

The next item discussed was:

3. Utilization of Facilities – How can we incentivize students to take classes during off-peak hours to better utilize instructional space?

Student government leaders Mr. Fabbi and Ms. Espinoza said most students do not want to take Friday or Saturday classes; however, students realize they may need to adjust their preferences in order to graduate within four years. It may also depend on the college; for instance, hotel college students may be very interested in taking weekend classes as many of them work during the week.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

The Regents and presidents discussed how to best utilize instructional space and noted the following items that may need further consideration:

- data from each institution identifying courses that would make the most sense to offer during off-peak hours
- choices during off-peak hours for courses currently limited by intermittent availability or constrained by capacity to help students graduate sooner
- discounting classes offered during off-peak hours
- UNR's Fall 2015 rule which requires no more than 60 percent of classes be offered during peak hours
- graduate level demographics and programs and the need for weekend courses
- costs associated with utilizing space during off-peak hours
- current faculty course loads and adequate faculty
- difficulty in filling afternoon classes
- new and expanding programs may provide opportunities to utilize off-peak hours
- traditional attitudes need to change because of funding cuts and efficiency efforts
- parameters may work better than specific mandates
- non-traditional students need alternatives
- courses during non-peak hours may help promote RU/VH
- predictability is one of the most important factors
- faculty must be willing to teach on Fridays and Saturdays
- responsiveness to unique needs
- institutions can currently bring discounted tuition to the Board for approval
- unused space should be made available to the community when possible
- laboratory space available at some institutions during off peak hours is heavily utilized

Chancellor Klaich said every other year in March the Board will receive space utilization data.

Chairman Trachok said the Board anticipates the presidents to come back in March with an update on what is being done to best address the innovative utilization of the facilities at each of their campuses.

The Board recessed at 2:30 p.m. and reconvened at 2:41 p.m. with all members present except Regent Hayes.

The Board reviewed the NSHE and institutional mission statements and discussed the extent to which they align and support the strategic directions of the Board, including shared services.

President Curtis spoke about a proposal regarding GBC becoming a state college. The additional costs would be approximately \$100,000 a year and is equivalent to 36 additional full-time equivalent (FTE) students using only registration fees or 14 additional FTE students using weighted student credit hours and registration fees. The Northwest Commission on Colleges and Universities already considers GBC a four-year college; there would be no cost to obtain accreditation.

3. Action Taken – Alignment of NSHE Institutions – (Continued)

Regent Melcher asked if President Curtis is using the current registration fee rate in the figures he noted. President Curtis said yes.

Regent Geddes said the Board will receive information from President Patterson on Nevada State College and the intention is to have a more thorough discussion about state colleges at the June Board meeting.

Chairman Trachok asked if service areas are a relevant discussion for 2016. President Curtis said for some issues service areas probably do matter.

Regent Geddes said common registration will help the System move away from service areas.

Regent Melcher said it is important to ensure all areas in the state are being serviced.

Regent Crear asked if GBC has student housing. President Curtis said yes.

Regent Melcher asked President Curtis to include information in his presentation to the Board in June on the pros and cons of moving to a state college and what policies and procedures the Board can implement to help make it easier for GBC to offer four-year degrees if GBC does not transition to a state college.

President Patterson said he would like to see full-time faculty required to be doctorally qualified for any state college. The System needs to discuss which institution would best serve students in the Pahrump region.

Regent Stephens said GBC does an excellent job offering higher education to rural Nevada.

Regent Crear said service areas and naming and renaming issues need to be addressed. The Board needs to discuss the definitions of two-year, four-year and state colleges. Responsibility and accountability must be clearly identified.

Chairman Trachok said the plan is to have the ARSA Committee consider this item in March and for the full Board to consider this further at a future meeting.

President Richards said articulation discussions need to be had at the System level.

Chancellor Klaich said it is important for the Board to prioritize the issues discussed today.

President Curtis said President Johnson sent him UNR's denial letter and he complimented President Johnson on its composition.

Chairman Trachok asked that UNR's letter be distributed to the Board and included in the record.

4. Action Taken – Board of Regents Self-Assessment – The Board directed staff to develop policy on Board self-assessment and bring it back to the Board in June.

The Board discussed the topic of self-assessment including whether the Board is meeting its primary goals of: 1) improving student success and increasing degree productivity; 2) closing the college attainment gap for historically underrepresented groups; and 3) increasing transparency, accountability and performance. The discussion included topics related to how the Board can improve its “strategic governance” through key characteristics such as creating a culture of inclusion, strengthening shared governance and improving accountability (*Ref. BOR-4 on file in the Board office*).

Regent Anderson spoke on creating a Board culture of inclusion.

Regent Crear said there is a fine line between the Board micromanaging and the institutions needing to take a more proactive leadership role. The Board should be more forward thinking.

Regent Geddes said this Board has been very willing to accept criticism and he wants the faculty and student leaders and the presidents to speak up.

Regent Page said he was shocked about how few items were brought forward by the institutions while he was Chair. The institutions need to be more proactive and candid in bringing information forward to the Board.

Regent Anderson said she is accessible to anyone and at all times.

Regent Lieberman said the System and Board communication departments need to be enhanced.

Regent Stephens said timely information is crucial and the Nevada Open Meeting Law is a constraint. The role of a Regent needs to be more clearly defined as an elected official with diverse constituencies. She said mutual mistrust leads to not knowing what questions to ask.

Regent Melcher said a governance Board should hire leaders and support those leaders.

Regent Leavitt said individual Board members should be evaluated.

Regent Doubrava said Board officer censorship needs to be addressed.

Regent Davidson said everything the Board does needs to be focused and further the charter the Board has been tasked with.

Chairman Trachok said over the last four years the Board has been more focused on strategic issues and he is encouraged by the discussions today.

Vice Chairman Wixom spoke on upholding basic fiduciary principles and explained the definition of fiduciary.

4. Action Taken – Board of Regents Self-Assessment – (Continued)

Regent Lieberman said the Board is becoming more of a statewide board that serves the entire state rather than being divided over perceived “North/South” issues.

Regent Page spoke about cultivating healthy relationships with the presidents and the Chancellor.

President Burton thanked the Board for its leadership style.

Regent Leavitt spoke about delegating appropriate decision-making authority to committees and asked if the Board is meeting often enough.

Chairman Trachok asked if the committees should meet more frequently.

Regent Lieberman suggested the committees should not meet on Board meeting days and the Board as a whole should meet more often. Late Friday afternoon may not be the most optimal time for meetings.

Regents Geddes and Anderson said they are supportive of the current committee structure. Regent Geddes suggested the scheduling of committee meetings can be changed to allow more time for them.

Regent Stephens suggested the Board members look at their individual strengths and weaknesses to help determine committee membership. More frequent or lengthier meetings may be helpful; however, the Board members are not full time.

Regent Crear said four hours of cultural diversity meetings a year are not enough.

Regent Davidson and Regent Page said meetings require large amounts of staff time and deadlines are already tight.

Regent Stephens spoke on considering strategic risk factors. The Board assumes the majority of the risk in making decisions. She said the Board is exposed to risk through policy making, and determining priorities and higher-level goals. Research alone does not provide comprehensive risk assessment and the Board needs to modify this practice when assessing larger projects. The development of the UNLV School of Medicine is an example of multifaceted risk management. Regent Stephens asked for ideas about how the Board and its committees can become more forward thinking, anticipatory and proactive.

Regent Davidson mentioned investment risk, security risk and long-term commitment risk. Risk assessment best practices have been developed by others and should be examined and adopted by the NSHE.

Regent Page mentioned data breach risk.

4. Action Taken – Board of Regents Self-Assessment – (Continued)

Vice Chairman Wixom said the Board could utilize the committee structure more effectively by calling special meetings of committees or subcommittees to address urgent, time-sensitive issues.

Chancellor Klaich said the audit procedures were reviewed two years ago to assess risk and develop new policies. The new audit director is focusing more on risk assessment. The universities are reviewing practice plan issues with the NSHE Audit Department.

Chairman Trachok discussed Regent Stephens' concerns regarding looking ahead and if the Board has mechanisms in place to properly analyze the strategic decisions it makes. The Board could be more robust in its approach. He suggested the Audit Committee could propose policies to better address this.

Regent Stephens said with some decisions the risk is clear; however, the risk is not as obvious with decisions that are more strategic in nature. She said she would be happy to take this back to the Audit Committee for the development of potential policy.

Regent Geddes spoke on providing the appropriate oversight of academic quality and said the Board will receive presentations on academic quality in March and the articulation audit in June.

Regent Melcher spoke on a renewed commitment to shared governance. He mentioned models of shared governance throughout the System and noted several examples from the day's conversations.

Regent Lieberman spoke about a focus on accountability and said the Board must be mindful of the changing needs of its constituents and consider factors such as autonomy, academic freedom, community engagement, communication and collaboration, faculty input, student representation and focused Board member engagement.

Chancellor Klaich said the Board has continued to focus on developing critical data and making it available to the public on a real-time basis.

Chairman Trachok asked Ms. Brooke A. Nielsen, Vice Chancellor, Legal Affairs, and Mr. Gould what the Board can do to address Board self-assessment.

Vice Chancellor Nielsen suggested the Board may want to direct staff to develop policy on Board self-assessment. She would be happy to work with Chief of Staff Gould to draft potential policy.

Chairman Trachok suggested this come back to the Board in June.

President Dalpe said the Northwest Commission on Colleges and Universities (NWCCU) recommended the Board adopt self-assessment policy.

4. Action Taken – Board of Regents Self-Assessment – (Continued)

Regent Melcher moved approval to direct staff to develop policy on Board self-assessment and bring it back to the Board in June. Regent Page seconded. Motion carried. Regent Hayes was absent.

The Board recessed at 4:34 p.m. and reconvened at 4:40 p.m. with all members present except Regents Anderson and Hayes.

5. Action Taken – 2017-19 Biennial Operating Budget Program – The Board directed the Chancellor to: 1) meet with the presidents, finalize the priorities, provide initial numbers and bring that information back to the Board for its review in March; 2) in consultation with the presidents take the philosophical recommendations for budget enhancements listed in the memorandum and cost them out for the Board to review and prioritize at future meetings; and 3) have discussions with the presidents regarding administrative efficiencies both looking backward and forward so the Board can consider that as well. The Board further directed the institutions to demonstrate savings in administrative expenses and that those savings will be reallocated to student success and academic and research support.

The Board, with the assistance of the Chancellor, institution presidents and System staff, discussed the process of developing NSHE's 2017-19 biennial operating budget request and the budget for capital improvements for the 2017 Legislative Session, including the establishment of System budget priorities.

Chancellor Klaich said the fiscal state of the state is not extremely strong; however, the state is operating in the black and also has some new and yet unproven funding sources coming online. There are many issues putting pressure on the state budget such as K-12 education, Medicaid caseload and salary step increases.

The recommendations presented for discussion are enhancements to NSHE's 2017-19 biennial operating budget request. The Chancellor and Cabinet visited each campus and the campuses presented their budgetary needs in the context of the campus strategic plan. The presidents provided input and the Board's job is to set priorities. The recommended enhancements support:

- Faculty and staff compensation
- Strengthening Nevada's community colleges
- Increasing the capacity to serve Nevada
- Budget building with efficiency and effectiveness

Regent Davidson asked if the Chancellor wants any changes made to the funding formula. Chancellor Klaich said yes, adjustments for workforce development courses at the community colleges need to be made.

Regent Geddes asked about the timeline for budget development. Chancellor Klaich said the Board will discuss the budget at meetings in March, June, August and possibly at a special meeting in April.

5. Action Taken – 2017-19 Biennial Operating Budget Program – (Continued)

Regent Crear asked about budget cuts and efficiency. Chancellor Klaich said the institutions could potentially reallocate resources from administrative functions to core academic success functions and the System budget could be cut with savings benefiting the institutions.

Regent Crear said he disagrees with this approach. Since he became a Regent the System has cut hundreds of millions of dollars, student services have suffered, people have not received raises or promotions in years, many quality individuals have left and the System has experienced a “brain drain.”

Regent Page said he is in favor of this approach if the dollars will shift to support student success.

Regent Lieberman said the System needs to try to do more with less or run the risk of the Legislature determining what will be done.

Regent Stephens said she is supportive of this and the reallocation is intended to reflect the Board’s values that student success is the priority. Administrative costs need to be examined to determine if any reallocation should be done. She asked about the Desert Research Institute’s (DRI) request to modify the funding formula and for more information on the budget process going forward.

Chancellor Klaich said initial numbers will be brought back to the Board in March.

Regent Stephens moved approval to direct the Chancellor to meet with the presidents, finalize the priorities, provide initial numbers and bring that information back to the Board in March. Regent Melcher seconded.

Chancellor Klaich said he will work with the presidents to develop a reporting methodology on the efficiency initiative to provide a common reporting format that is both retrospective and prospective.

Regent Davidson said the System needs to be proactive in self-examining administrative costs in order to be the best it can be for the students of this state.

Chairman Trachok said he assured the Sage Commission it is the Board’s job as elected officials to continually examine and improve its efficiency and use those savings to support student success.

Chairman Trachok requested a friendly amendment to the motion to clarify that the institutions are being asked to demonstrate savings in administrative expenses and those savings will be reallocated to student success and academic and research support.

5. Action Taken – 2017-19 Biennial Operating Budget Program – (Continued)

Regent Stephens and Regent Melcher accepted the friendly amendment.

Regent Crear asked if the increased student services fees were appropriate. It is easy to say an organization is administratively heavy; however, he does not have any data to help him make this determination.

Regent Geddes said the Board is not making specific budget decisions yet as it does not have the data yet and he expects to be able to examine numbers through August. Putting faculty and staff first is important.

Ms. Dana Trimble, Faculty Senate Chair, DRI, said the faculty senate chairs are interested in this and are looking at the definition of administration. It is important to examine what can be done in the future and to show what has been done to cut costs in addition to the budget cuts since 2009.

Mr. Gould and Chairman Trachok clarified and detailed the motion to direct the Chancellor: 1) in consultation with the presidents to take the philosophical recommendations for budget enhancements listed in the memorandum and cost them out for the Board to review and prioritize at future meetings; and 2) to have discussions with the presidents regarding administrative efficiencies both looking backward and forward so the Board can consider that as well.

Regent Stephens and Regent Melcher agreed.

Motion carried. Regent Crear voted no. Regents Anderson and Hayes were absent.

6. Approved – Appointment to Fill Vacancy on the University of Nevada, Las Vegas Campus Improvement Authority Board – The Board approved the appointment of Regent Kevin J. Page to fill the vacancy on the UNLV Campus Improvement Authority Board of Directors.

Regent Lieberman moved approval of the appointment of Regent Kevin J. Page to fill the vacancy on the UNLV Campus Improvement Authority Board of Directors. Regent Stephens seconded. Motion carried. Regents Anderson and Hayes were absent.

7. Approved – Sale Resolution for the Long Term Financing for the 42 Acre Parcel Near Tropicana Avenue and Koval Lane, UNLV – The Board approved the Sale Resolution for the permanent financing for the 42 acre parcel near Tropicana Avenue and Koval Lane which will refinance the outstanding 2015B note with the issuance of Taxable Certificates of Participation (*Ref. BOR-7 on file in the Board office*).

Vice Chairman Wixom and Regent Page recused themselves from the vote because of their associations with Wells Fargo.

Regent Leavitt moved approval of the Sale Resolution for the permanent financing for the 42 acre parcel near Tropicana Avenue and Koval Lane. Regent Stephens seconded. Motion carried. Regents Page and Wixom abstained. Regents Anderson and Hayes were absent.

8. Information Only – New Business – None.
9. Information Only – Public Comment – Mr. Gil Lopez said weekend classes are essential for nontraditional students. He provided information on the “Story Editing” approach for mentoring minority freshman students.

Chairman Trachok thanked the Board members for their input at the meeting.

The meeting adjourned at 5:23 p.m.

Prepared by: Patricia Rogers
Special Assistant and Coordinator to the Board of Regents

Submitted for approval by: Dean J. Gould
Chief of Staff and Special Counsel to the Board of Regents

Approved by the Board of Regents at the April 22, 2016, meeting