

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

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

Video or Telephone 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 R. Crear  
Mr. Robert M. Davidson  
Dr. Mark W. Doubrava  
Dr. Jason D. Geddes  
Mr. Trevor Hayes  
Mr. James Dean Leavitt  
Mr. Sam L. Lieberman  
Mr. Kevin C. Melcher  
Mr. Kevin J. Page  
Ms. Allison A. Stephens

Others Present:

Mr. Daniel J. Klaich, Chancellor  
Mr. Vic Redding, Vice Chancellor for Finance and Administration  
Mr. Dean J. Gould, Chief of Staff and Special Counsel to the Board  
Mr. Nicholas Vaskov, System Counsel and Director of  
Real Estate Planning  
Ms. Constance Brooks, Vice Chancellor, Government and  
Community Affairs  
Mr. Frank Woodbeck, Executive Director, Nevada  
College Collaborative  
Dr. Michael D. Richards, President, CSN  
Dr. Stephen G. Wells, President, DRI  
Dr. Mark A. Curtis, President, GBC  
Mr. Bart J. Patterson, President, NSC  
Mr. J. Kyle Dalpe, TMCC

Others Present: Dr. Len Jessup, President, UNLV  
(continued) Dr. Marc A. Johnson, President, UNR  
Mr. Chet O. Burton, President, WNC  
Mr. Marvin Menzies

Faculty senate chairs in attendance were Ms. Dana Trimble, DRI; Dr. Roberta Kaufman, NSC; Dr. John Adlish, TMCC; and Dr. David Sanders, UNR . There were no student body presidents in attendance.

*For others present, please see the attendance roster on file in the Board office.*

Chairman Rick Trachok called the meeting to order at 9:00 a.m. with all members present.

Regent Geddes led the pledge of allegiance.

1. Information Only-Public Comment – Henderson City Councilwoman Debra March spoke in support of CSN and NSC and their venture to educate and train health care professionals to help sustain the efforts of health care as a medical corridor in Henderson, Nevada.

Mr. Glenn Christensen said he supported the inclusion of planning funds for the new School of Education building at NSC. The building has great strategic value in the community because it addresses the most pressing problem in Nevada – the teacher pipeline shortage.

Mr. Ron Thomas supported Mr. Marvin Menzies as the new UNLV Men's Basketball Coach. He felt there was a disparity in compensation considering the fact that Mr. Menzies is a proven winner and is familiar with the Conference. Mr. Thomas asked the Regents to take this into consideration. Reverend Isaac Green, Ms. Roxanne McCoy, and Mr. Lee Gilford agreed with Mr. Thomas regarding Mr. Menzies' contract.

Mr. Jon Ponder voiced support for CSN providing educational opportunity for men and women coming out of the penal system. He reported CSN helps with vocational training helping to facilitate these people back to their family, the workforce and the community.

Mr. Chet Cox felt men's basketball is the engine that carries all other athletics at UNLV. He recommended an increase in student fees to help support athletics.

Mr. Michael Yackira, Mr. Alex Pereszlenyi, Ms. Lexi Silow, Mr. Chet Cox, Mr. Dan Carvallo and Mr. Richard Manhattan encouraged hiring Mr. Menzies as the next coach of UNLV men's basketball.

2. Approved-Employment Contract, Men's Basketball Head Coach, UNLV – The Committee recommended approval of a multi-year employment agreement for Mr. Marvin Menzies to serve as the men's basketball head coach at UNLV (Refs. BOR-2a, BOR-2b, BOR-2c and BOR-2d on file in the Board office).

Dr. Len Jessup, President, UNLV, explained the process since the meeting of April 8, 2016, and the breakdown of the former hire of UNLV's men's basketball coach going to another team after signing with UNLV. He said because of the comprehensive search that had been conducted and the deep pool of qualified candidates, UNLV was able to move quickly to adapt to the unusual circumstances at hand. President Jessup specifically appreciated the hard work of Vice Chancellor for Legal Affairs, Brooke Nielsen, and UNLV General Counsel Elda Sidhu to process the contract for Mr. Menzies. President Jessup felt Mr. Menzies has a strong character and commitment to the UNLV program and the west coast. He stated Mr. Menzies is stable, highly regarded, and has a passion and desire to be the next head coach of men's basketball at UNLV. President Jessup proudly recommended Mr. Menzies as the next coach of UNLV men's basketball.

Ms. Tina Kunzer-Murphy, Athletic Director, UNLV, pointed out the highlights of Mr. Menzies contract, which are: The contract is for five years which include four elements of compensation; base salary, media and public appearance fees, and revenue enhancements through ticket sales and performance incentives. The full compensation structure is well within the operation budget for UNLV men's basketball. Compensation that is not at risk for Mr. Menzies in years one, two and three is \$700,000 with the potential to earn up to \$1.15 million through various ticket sales and performance incentives. She said in years four and five the non-at-risk compensation grows to \$800,000 with the potential to earn up to \$1.3 million through various ticket sales and performance incentives. Ms. Kunzer-Murphy explained, with respect to compensation, this is the contract Mr. Menzies and his representatives were comfortable with. In particular, Mr. Menzies was happy to have a contract that rewards him for successes in the post-season and for his participation in the marketing and growth of UNLV basketball. She anticipates after a couple of great years with Mr. Menzies, UNLV will return to the Board with a new contract. Ms. Kunzer-Murphy respectfully requests the Board support the contract.

Regent Lieberman moved approval of a multi-year employment agreement for Mr. Marvin Menzies to serve as the men's basketball head coach at UNLV. Regent Davidson seconded.

Regent Crear has seen a lot in the past years with the diversity of hires in athletics. He felt the person being hired has more experience working at UNLV. He felt a precedent should not now be made with the contract – in comparison with the previous coach's contract. Regent Crear noted there was no hosting account or retention bonus, which there has been for previous coaches. He has to address some of what he feels are egregious errors. He stated the female athletic coach earns less money than her male counterpart at UNR. He does not know where to go with these disturbing issues. Regent Crear said Mr. Menzies' contract is substantially different to the contract proposed for the

2. Approved-Employment Contract, Men's Basketball Head Coach, UNLV – (continued)

two previous coaches. He felt let down by the institution and, if there was a choice, he would rescind this contract and submit a new, equitable contract. Regent Crear does not believe justice has been served to the community and to the institution – the System has been let down.

Regent Lieberman is impressed with Mr. Menzies. He said Mr. Menzies would like to deal with the here and now and bring a new vibrancy to the program. Regent Lieberman felt Mr. Menzies and his representatives were very involved in the contract preparation.

Regent Page welcomed Mr. Menzies. He believed, in regards to the contract, the template was used. He felt, in retrospect, if the changes were not made in the prior coach's contract the liquidated damages would be \$1.5 million more. He is pleased the template was used for the contract this time.

Regent Melcher thought there were bumps in the road along the way, but was satisfied to see the changes and the way this contract has moved forward. The message has been sent by way of public comment and he would like to soon see the vote.

Regent Stephens thought the contract was more reasonable. She noticed the host account was missing and wondered if there was a backup plan. Ms. Kunzer-Murphy said Mr. Menzies will have a host account available.

Regent Wixom asked what the options were with respect to the contract itself. Mr. Nicholas Vaskov, System Counsel, explained the contract was a result of bargained for negotiations between the parties and Mr. Menzies has indicated his assent to the contract, which is an element of having a contract. Mr. Vaskov believed it was within the discretion of the Board to propose different terms, however, that introduces an element of uncertainty in the process and there would be nothing to require Mr. Menzies to accept the changed terms. Regent Hayes felt to change the contract now is highly unacceptable and would put the coach on the spot at a public meeting. He thought it is inappropriate and not a precedent to set. He believed it best to stick to the contract because Mr. Menzies has accepted the terms and it should be left at that.

Regent Hayes asked President Jessup to come to the June 2016, meeting with a balanced athletic budget. President Jessup agreed to bring a balanced athletic budget to the meeting and will present a pro-forma before that time.

Regent Davidson supports this coach and the contract. He did not support the last contract because too much money was involved. He will not compare coaches because the lawyers and agents know what is best for each coach.

2. Approved-Employment Contract, Men's Basketball Head Coach, UNLV – (continued)

Chairman Trachok felt Mr. Menzies sought out and passionately pursued the opportunity at UNLV. He believed it bodes well for the program and the university. He said Mr. Menzies' record for academics and coaching is very impressive and provides an opportunity for the program. Chairman Trachok stated he supports Mr. Menzies wholeheartedly, but as before, he will not be able to support the contract.

Upon a roll call vote the motion carried. Regents Geddes, Hayes, Leavitt, Lieberman, Melcher, Page, Stephens, Wixom, Anderson, Crear, Davidson and Doubrava voted yes. Chairman Trachok voted no.

Newly appointed Coach Menzies said he wants to be at UNLV. He plans to take UNLV basketball to the next level and thanked, in particular, President Jessup and Ms. Kunzer-Murphy.

The meeting recessed at 10:05 a.m. and reconvened at 10:16 a.m.

3. Approved- Consent Items – Consent items were considered together and acted on in one motion:

3a. Approved-Minutes – The Committee recommended approval of the minutes from the January 22, 2016, Board of Regents' Special meeting (*Ref. BOR-3a on file in the Board office*).

3b. Approved-Naming of the Applied Technology Center, TMCC – The Committee recommended approval to name TMCC's Applied Technology Center the "William N. Pennington Applied Technology Center" (*Ref. BOR-3b on file in the Board office*).

Regent Geddes recommended approval of the Consent Agenda. Regent Melcher seconded. Motion carried.

4. Approved-Interstate Attendance Agreement with the California Community Colleges Board of Governors, WNC – The Committee recommended approval of an Interstate Attendance Agreement with the California Community Colleges Board of Governors that permits up to 100 Nevada residents of the Tahoe Basin to attend college at Lake Tahoe Community College and 100 California residents of the Tahoe Basin to attend college at Western Nevada College at a mutually agreed upon tuition rate (*Ref. BOR-4 on file in the Board office*).

Mr. Chet O. Burton, President, WNC, explained that WNC serves a unique region comprising both urban and rural areas, one being the South Lake Tahoe area which is one community bisected by a state line. Nevada residents on the state line side have a 45 minute drive over one or two mountain passes to get to either the Minden

4. Approved-Interstate Attendance Agreement with the California Community Colleges Board of Governors, WNC – (continued)

Campus or the Carson Campus, while the Lake Tahoe Community College Campus is only a few miles down the road. In addition, the South Lake Tahoe and State Line area is unique in that it is a service-orientated economy area with high housing costs and a lot of first generation disadvantaged students that struggle to get through college and pay tuition. In recognition of that fact, in the 2015 legislative session, SB414 was passed which encouraged the Board of Regents and WNC to enter into an agreement to provide a mutual tuition break for students residing in the South Lake Tahoe region. The California Legislature passed similar legislation in 2015. In response to these bills WNC and Lake Tahoe Community College entered into discussions on how to structure an agreement to meet the intended legislation without providing a financial incentive that would benefit students in one state or another to cross the border, so to speak.

President Burton said per NSHE policy, the NSHE institutions may implement tuition and fee incentives that further the goal of the NSHE *Master Plan* – Institutional Strategic Plans. Among the purposes of providing such incentives include increasing student access, which this agreement accomplishes. The state of Nevada and NSHE institutional goals also include increasing the number of Nevada residents with post-secondary degrees or certificates, and, it is believed improving student access in this area will also work to support that goal. Lastly, Nevada Revised Statute 396.543 permits the Board of Regents to enter into reciprocal agreements with other states to provide a full or partial waiver on non-resident tuition if similar waivers are provided by the other state, which is clearly the intent of the agreement. To prevent each institution from an unfavorable fiscal impact from the agreement the number of students that may participate is initially capped at 100 students, each direction. Furthermore both institutions have agreed to revisit the agreement in the future and make changes if it becomes unbalanced one way or the other.

Regent Geddes moved approval of an Interstate Attendance Agreement with the California Community Colleges Board of Governors that permits up to 100 Nevada residents of the Tahoe Basin to attend college at Lake Tahoe Community College and 100 California residents of the Tahoe Basin to attend college at Western Nevada College at a mutually agreed upon tuition rate. Regent Stephens seconded.

Mr. Daniel J. Klaich, Chancellor, said this is a wonderful example of how the Legislature and Board of Regents works together. He believed the negotiations have been fair and open.

Regent Lieberman left the meeting.

4. Approved-Interstate Attendance Agreement with the California Community Colleges Board of Governors, WNC – (continued)

Regent Melcher felt this was a good program to experiment with and would like to see a report in a year.

Regent Hayes asked if there was an estimate of the number of students, or if there will be disproportionate numbers from one state. President Burton was not sure and said that is why it was capped at 100 students. He said WNC will work with some of the advisors and counselors at Lake Tahoe for students who want to pursue some of the programs. He is hopeful for growth on both sides with college attendance.

Motion carried. Regent Lieberman was absent.

5. Approved-Handbook Revision, System Facilities Use Policy – The Committee recommended approval of an amendment to the *Handbook* Title 4, Chapter 10, Section 25, new subsection 10, concerning use of System facilities (Ref. BOR-5 on file in the Board office).

Regent Lieberman returned to the meeting.

Mr. Vaskov reported in response to increased requests to use System facilities including the Board Room at 4300 South Maryland Parkway in Las Vegas, the Chancellor asked about drafting a Facility Use policy. The policy applies to System Administration north and south and it was developed with input from Board staff, System staff and System Computing staff. The policy establishes an order of precedence for use of the facilities, sets forth a clear reservation process, and it establishes rules related to operational issues like technical support, catering, and so forth.

Regent Lieberman moved approval of an amendment to the *Handbook* Title 4, Chapter 10, Section 25, new subsection 10, concerning use of System facilities. Regent Crear seconded.

Regent Lieberman felt strongly about the motion because there are some events that cannot be held on a campus but should be held at a higher education facility.

Motion carried.

6. Approved-Resolution to Authorize Taxable Promissory Note for Mackay Stadium and Lawlor Events Center Video and Sound Improvement Project, UNR – The Committee recommended approval of a Resolution to authorize the issuance of a taxable promissory note in an amount not to exceed \$3.5 million to finance a new Mackay Stadium video board and sound system and new Lawlor Events Center video board (*Ref. BOR-6 on file in the Board office*).

Mr. Gould understood that Vice Chairman Wixom and Regent Page will abstain from the vote because of affiliation with Wells Fargo. Vice Chairman Wixom will abstain because Wells Fargo is a client of his law firm. Regent Page will abstain because he is an employee of Wells Fargo. Chairman Trachok will abstain because he has a close personal friendship with the owner of the company that is a vendor for the equipment sold to UNR. He would like to avoid any appearance of impropriety even though his personal friendship with this vendor is technically not a conflict of interest.

Regent Geddes moved approval of a Resolution to authorize the issuance of a taxable promissory note in an amount not to exceed \$3.5 million to finance a new Mackay Stadium video board and sound system and new Lawlor Events Center video board. Regent Crear seconded.

Regent Crear felt the video board and sound system was a long time coming. He considers this an investment and a way to generate more revenue.

Regent Geddes said the note was put together without state money or student fees. The video board and sound system will be a great improvement.

Motion carried. Chairman Trachok, Vice Chairman Wixom and Regent Page abstained.

7. Approved-Resolution in Support of National Collegiate Athletic Association Proposal No. 2015-86, Administration of Championships – The Committee recommended to approve and adopt a Resolution expressing the Board's support of National Collegiate Athletic Association (NCAA) Proposal No. 2015-86 sponsored by the Mountain West Conference to allow NCAA championship events to be conducted in the state of Nevada (*Ref. BOR-7 on file in the Board office*).

Mr. Vaskov explained that currently pending before the NCAA is Proposal No. 2015-86 which is sponsored by the Mountain West Conference. The proposal would amend current NCAA rules and regulations to prevent championship events from being held in states with legalized sports gambling. He said approval of this Resolution would express the Boards' support for that proposal.



7. Approved-Resolution in Support of National Collegiate Athletic Association Proposal No. 2015-86, Administration of Championships – (continued)

Regent Crear moved to approve and adopt a Resolution expressing the Board's support of National Collegiate Athletic Association (NCAA) Proposal No. 2015-86 sponsored by the Mountain West Conference to allow NCAA championship events to be conducted in the state of Nevada. Regent Geddes seconded.

Regent Melcher asked about the timeline to deal with the proposal. Mr. Vaskov does not have the answer and the NCAA website did not show any timelines in the data base of proposals. Regent Melcher suggested, if there is time, to get other support maybe in the form of a bill draft to the Legislature or a letter from the governor.

President Johnson thought the latest this would be presented is January 2017, at the general NCAA meeting but it could be determined earlier than that. He stated this is a discrimination that has gone on for a long time. The Conferences feel safe having their tournaments in Las Vegas and Reno, but the NCAA has the old notion that any state that has a Sports Book cannot fairly run tournaments, and now the Conferences worry about it. President Johnson said this is correcting a wrong. He and President Jessup have letters going to presidents of the other conferences seeking their support for passage of this Resolution. President Jessup added that while it has not yet been set on an agenda for the NCAA, the head of the NCAA has said publicly that the door is open for this change to happen – so the mood is shifting. The other presidents in the Mountain West have been in very strong support of this – pushing him and President Johnson to put forth letters in support of the Conference. President Jessup suggested now would be a good time to give a nudge from the Board and the state. Vice Chairman Wixom suggested a cooperative effort with the Las Vegas Convention and Visitors Authority. He thought there would be a similar interest with the corresponding entity in Reno.

Motion carried.

8. Approved-Initial Salary, Vice Chancellor for Finance – The Committee recommended approval of the initial salary for Mr. Vic Redding, Vice Chancellor for Finance (Ref. BOR-8 on file in the Board office).

Chancellor Klaich said Mr. Redding took over as Interim Vice Chancellor for Finance and Administration initially with Mr. Larry Eardley, and then solely in that position. Chancellor Klaich said this is simply correcting an oversight which should have been corrected long ago. The difference in what Mr. Redding is making between his base salary, the stipend as interim, and the proposal is \$60. He apologized to Mr. Redding for taking so long and encouraged the Board to support Mr. Redding as the permanent Vice Chancellor for Finance.

8. Approved-Initial Salary, Vice Chancellor for Finance – *(continued)*

Regent Page moved approval of the initial salary for Mr. Vic Redding, Vice Chancellor for Finance. Regent Melcher seconded.

Regent Stephens would like to see more transparency when it comes to compensation, particularly when it comes to the Chancellor's Cabinet. Chancellor Klaich apologized and in the future will be more transparent and supply more information to the Board.

Motion carried.

9. Approved-Amended Employment Agreement, Men's Basketball Head Coach, UNR –

The Committee recommended approval of an amendment to the multi-year employment agreement for UNR men's basketball head coach Eric Musselman to include the opportunity to earn bonus incentives of not more than \$20,000 for additional postseason tournament participation, at the discretion of the athletic director and with the approval of the president (*Ref. BOR-9 on file in the Board office*).

President Johnson said the entirety of this agenda item has to do with one line: When Coach Musselman's contract was prepared, incentives were given for progress in the NCAA Tournament and the National Invitation Tournament (NIT), but it failed to recognize other tournaments, of which there are at least three, in post-season play that have national recognition. As it turns out, Coach Musselman not only drew the College Basketball Invitational (CBI) to Reno for four of the five games, he also reignited basketball fever in northern Nevada. President Johnson stated UNR would like the opportunity to recognize post-season success in other non-NIT NCAA tournaments, and that is what this contract amendment does.

Regent Geddes moved approval of an amendment to the multi-year employment agreement for UNR men's basketball head coach Eric Musselman to include the opportunity to earn bonus incentives of not more than \$20,000 for additional postseason tournament participation, at the discretion of the athletic director and with the approval of the president. Regent Stephens seconded.

Regent Hayes asked about the size of the bonus Coach Musselman would receive by making the Final Four. Regent Page said the bonus is \$25,000. Regent Hayes thought the NCAA takes 68 teams and the NIT takes 32, which is the top 100 teams in the country. The CBI accepts some teams outside of the top 100. He noted the proposal is for Coach Musselman to receive 80 percent of the amount of the bonus for reaching the Final Four. Regent Hayes assumed Coach Musselman shared in the revenue increase of the additional home games played during the CBI. He thought it was an extremely high bonus for a team that now can claim it is number 101 in the country, when being one of the top four teams will only net Coach Musselman \$5,000 more.

9. Approved-Amended Employment Agreement, Men's Basketball Head Coach, UNR – (continued)

Regent Geddes understood Regent Hayes' point but said the clause in Coach Musselman's contract for revenue sharing does not include the post season, so, if there was a clause to share in post season for hosting home games, Coach Musselman would have probably had an opportunity to earn more, but it is not in the contract. He thought it was a fair way to go back and look at it and be considered in the template going forward.

Regent Crear congratulated Coach Musselman and will support him.

Motion carried. Regent Hayes voted no.

10. Approved-Feasibility Study of a Multi-Campus District Model, CSN – The Committee recommended approval for a feasibility study of CSN including an examination of college structure and manageability models associated with a multi-campus institution, informed through an evaluation of institutional peers; the Committee recommended approval to direct President Richards to put together a plan to be submitted at the next meeting of the Community College Committee, scheduled for June 2, 2016, to study the strategic direction for the potential multi-campus site for CSN and Clark County (*Refs. BOR-10a and BOR-10b on file in the Board office*).

Dr. Michael D. Richards, President, CSN, said over the past 14 months the study has been quite a topic. The primary product has been the documents provided to the Board (*on file in the Board office*), a narrative on the concept, and a PowerPoint which will be presented in a moment. He noted that because of the quarterly sequence of the meetings of the Institutional Advisory Council (IAC) he presented this to the council and after considerable discussion the council formally and unanimously supported the idea for a feasibility study.

President Richards presented the PowerPoint which highlighted:

- Regional growth
- CSN's size and complexity
- Vertical organizational hierarchy versus matrix structure for collaboration, communication
- Centralized administration puts more distance between key college leaders and students, front line staff, and community
- Significant communication challenges

President Richards stated the interesting demographic of Clark County's 2.1 million population is the estimated growth will be approximately 8.5 percent for the next 10 year period. He said within the population growth areas CSN has some presence, but for areas growing quickly CSN does not have a presence.

10. Approved-Feasibility Study of a Multi-Campus District Model, CSN – (continued)

President Richards continued CSN has three main campuses and seven learning centers with a good and improved presence in the Las Vegas City Hall. He said there are 56 community sites where CSN is delivering workforce education and training, including high school equivalency and English as a second language. He noted if plotted on a map there are the main campuses, learning centers, partnerships with the Clark County School District (CCSD), non-profit locations, partnerships with local businesses, approximately 260 sites for clinical training of students, and there are 40 acres for building a fourth CSN campus in northwest Las Vegas at some future time. The northwest is growing rapidly with no CSN presence and is almost non-existent in the southwest.

President Richards noted CSN is collaborating with CCSD about joint use of facilities in the southwest which can be used for six to seven hours after 2:00 p.m., which will begin in the fall of 2016. However, it is not sustainable and space issues need to be addressed.

President Richards pointed out the reasons why:

- Students are increasingly enrolling at multiple campuses to get what they need.
- Regional growth
- Unique economic development in each quadrant and municipality, especially Henderson, Las Vegas and North Las Vegas
- Recommendation from the President's Periodic Evaluation to enhance management, coordination and communication of CSN's broad array of services and stakeholder needs

President Richards stated community colleges have two structures: 1) Single and multi-campus institutions, each led by a single president who reports to a governing board, or 2) community college districts, comprised of many campuses or colleges, each with its own chief executive officer, who reports to a president or chancellor, who then reports to a governing board. The study CSN is proposing is an exploration of the second structure which will hopefully create a more intimate experience for students with more conveniences, and help with a consistency of communication and responsiveness to the communities.

President Richards outlined the rationale of the proposal:

- Growth – municipalities continue to grow
- Culture – public accountability, high level of responsiveness to community, implement responses sensitive to communities serves
- Unmet Need – programs/services based on student demand
- Partnerships – multi-campus model complements CCSD plans and other institutions in southern Nevada
- Infrastructure – campus facilities and master plans provide the physical plant support for the multi-campus model

10. Approved-Feasibility Study of a Multi-Campus District Model, CSN – (continued)

President Richards pointed out there will be a cost for implementation if the feasibility study indicates a new model is appropriate for CSN. Interestingly, it is not so much the cost in administration as it is in faculty and delivering the curriculum because there has to be a comprehensive curriculum at all campuses.

President Richards' recommendations are:

- Establish a study committee for a multi-campus, district model with a charge that includes implementation planning
  - Include CSN Institutional Advisory Council members
  - Include CSN faculty, staff and students
  - Examine local connectivity with our municipalities and neighborhoods, as well as revisit campus naming

Regent Page strongly supports the study – it has been a long time coming. He felt an issue is CSN is too large and consequently has problems. He thinks it will benefit the students and faculty as a better experience. Regent Page would like to look at financial aid during the study.

Regent Anderson was on the Evaluation Committee for President Richards and it was highly recommended at that time because of the growth in North Las Vegas, Henderson and the health care industry. She felt it is time for CSN to branch out and serve the communities more with stronger campus leadership on each of the campuses.

Regent Anderson moved approval for a feasibility study of CSN including an examination of college structure and manageability models associated with a multi-campus institution, informed through an evaluation of institutional peers. Regent Wixom seconded.

Regent Stephens supports the study. She was not sure about the benefits but felt it was appropriate to proceed especially because it is important to know about the infrastructure required. She supported engaging the IAC. Regent Stephens suggested there may be expertise within NSHE and going outside may not be necessary. She would not want to run into a problem with urban planning by moving resources away from people who could benefit from some of the workforce development programs available at the institution.

Chancellor Klaich said there is a lot of talk about community college governance, which is vacuous. He felt this project is leadership in community college governance displayed by President Richards and the Board. He hoped the proposal will be supported.

Regent Davidson said the feasibility study looks interesting. He felt by doing the study

10. Approved-Feasibility Study of a Multi-Campus District Model, CSN – (continued)

the clear opportunity to see the delivery of education and workforce development perhaps more effective for the students and community. He hoped there will be some equal visibility into efficiency and asked it be included in the study.

Regent Geddes wondered who will actually work on the study. President Richards felt the decisions would have more value coming from the Board Chairman, the Board, and the Chancellor. Regent Geddes said to build on distance learning, online education and partnerships with colleges/institutions and how it is delivered going forward.

Vice Chairman Wixom is supportive of the motion. He stated each campus serves a unique need with unique clientele, which presents opportunities and challenges. He needs three answers: 1) the Board needs to understand what the plan is to integrate online learning within each campus; 2) how each campus' needs are addressed; and 3) the synergies have to be understood between the campuses – what can be shared and how to do it efficiently. He would like specific answers presented in the study, not bulk, but solid information focused on accessible information.

Regent Melcher thought it important that the study be done. He is interested in this being a part of a larger strategic state-wide system growth plan for the future. Hopefully it will also focus on what needs there are in the future for CSN, Clark County and growth throughout the state. Regent Melcher thought external experts, perhaps from other institutions – people who have done this, are important to recommend a model, a plan, and a situation. Regent Melcher believed it important to involve NSC because the plan is to expand into CSN.

Vice Chairman Wixom thought the project should be Board driven with some degree of expertise. He suggested President Richards submit a specific plan and specific timeline, and to identify to what extent consultants or experts need to be involved, then create a budget with a reporting mechanism to the Chancellor and Board Chairman, then report to the Board as part of the regular meeting process. Chancellor Klaich said he would prefer to partner with President Richards to bring a plan back to the Board as opposed to President Richards reporting to him. Vice Chairman Wixom said that would be entirely consistent with the discussion.

Regent Stephens would like to see the project move in phases. The initial report can be one vehicle for the initial phase. She thought one point of frustration was not having the full analysis up front before taking on some strategic initiative in regard to risk is because the report comes after the fact. Regent Stephens would like to see a preliminary plan initially then continue to have reports in stages to allow for review and questions.

Regent Melcher suggested the plan be presented at the next meeting of the Community College Committee to examine it and then present it to the Board.

10. Approved-Feasibility Study of a Multi-Campus District Model, CSN – *(continued)*

Regent Trachok understood the motion now was for CSN to present the plan to the Community College Committee on June 2, 2016, and once the Committee is finished doing its work it will then be submitted to the full Board where it will be discussed. Regent Anderson thought when the item is placed on the Community College Committee agenda the plan should contain all the information including who will be the members of the committee, the budget, the timeline, and so forth.

Regent Geddes said it is important to go through the Community College Committee because they can have any necessary meetings. He suggested, beyond the minutes, to have a standing report and progress update to the Board.

Regent Trachok repeated the additional language to the motion:

The Committee recommended approval to direct President Richards to put together a plan to be submitted at the next meeting of the Community College Committee, scheduled for June 2, 2016, to study the strategic direction for the potential multi-campus site for CSN and Clark County. Motion carried.

Meeting recessed at 11:23 and reconvened at 11:45 a.m.

11. Approval-2017-19 Biennial Operating Budget/2017 Capital Improvement Projects – The Board recommended approval of the following enhancements: 1) an increase in the weighting of CTE courses as the second priority; 2) the DRI formula correction as the third priority; 3) support of the SSOG as the fifth priority; and 4) to support the increase in system-wide capacity as the sixth priority. The Board also recommended approval of the capital list as recommended. *(Ref. BOR-11 on file in the Board Office.)*

Chancellor Klaich thanked the Board for their direction and moving the budget-building process forward so quickly. Chairman Trachok stated after today the Board will review the next refinement of the budget at the June Board meeting and then the Board will act on the final budget package in August at a special meeting.

Chancellor Klaich presented the following enhancements in the same format as previous budget memoranda to the Board:

- 1) Roll-ups: Includes caseload growth within the System, funding for the UNLV School of Medicine, and minor adjustments to the DRI formula. The roll-ups will continue to be built into the budget and do not require any additional Board action.

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- 2) Improved Enhancements: Faculty and staff compensation (highest priority), increase in weighting of community college Career and Technical Education (CTE) courses, DRI formula correction, a resolution supportive of the Workforce Innovations for a New Nevada (WINN) Fund, support for the Silver State Opportunity Grant (SSOG), and increasing capacity system-wide.

Chancellor Klaich reported, as it relates to increasing capacity system-wide, there are a series of recurring one-shot appropriations. No operating base-budget funds are being requested. These programs will build capacity aligned with the State Economic Development Plan and strategic missions of the institutions.

Chairman Trachok suggested each enhancement be taken individually.

- 1) Faculty and staff compensation: No comments.
- 2) CTE courses: Regent Geddes asked which clusters were going to see an increase. Vice Chancellor Abba responded when the taxonomy matrix, including the weights, is reviewed it is broken into clusters. The initial campus request was based on courses. Each course is within a discipline and each discipline is assigned a classification of instructional programs code. The problem then was the courses were not centralized into any one cluster. In an effort to keep the same courses banded together in one cluster, trades were chosen.

Regent Anderson moved approval of the increase in the weighting of CTE courses as the second priority. Regent Lieberman seconded.

Regent Davidson asked to hear from the community colleges. President Curtis said the community colleges had collectively agreed to the factors which capture 90 percent of the courses. Regent Davidson asked about student demand. President Richards stated GBC is at capacity and routinely has a waiting list. President Burton stated WNC is seeing an increase in demand and if this is not passed it will be difficult to meet the future demand. President Richards stated the capacity for these courses is skyrocketing at CSN. President Dalpe stated this is important to Workforce Development in the state and it also helps to have a higher level driver to sustain the programs.

Motion carried.

- 3) DRI formula correction: Automatic corrections to the formulas which were not made as adjustments were made to the DRI formula.



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Regent Lieberman moved approval of the DRI formula correction as the third priority. Regent Stephens seconded. Motion carried.

- 4) Resolution in support of the WINN Fund: The Board has placed its focus on the critical nature of the community colleges. Chairman Trachok stated a resolution request will be placed on the June Board agenda.
- 5) Support for the SSOG: SSOG is the first need-based financial aid in Nevada. \$5 million was received in the last legislative session. The System was not able to serve the entire population with the \$5 million, thus, the System is requesting \$5 million a year to make the SSOG a permanent program.

Regent Lieberman moved approval to support the SSOG as the fifth priority. Regent Stephens seconded.

Regent Geddes loved the fact that Nevada was getting involved in need-based financial aid. Regent Geddes requested to see the number for students taking less than 15 credits and their success. The program was created to help students succeed and Regent Geddes was worried about disbursing funds to those students taking a smaller amount of credits.

In response to Regent Crear asking if the additional funds would stay with the community colleges and NSC, Chancellor Klaich responded yes. Regent Crear would like to see a student who receives the grant in community college be able to have funds allotted that may allow him/her to continue to a 4-year institution. Chancellor Klaich reported Director Woodbeck had circulated an incentive based continuation type program from community colleges geared toward receiving an associate's degree within 2 ½ years, continuing to a 4-year program and receiving a bachelor's degree within 4 ½ years.

Regent Crear believed it would be helpful to create a big-picture scenario for the Legislature and constituencies. Chairman Trachok asked this be added as a new business item at the June Board meeting.

Regent Stephens believed the example given from Director Woodbeck was exactly the right incentive to be aligned with student success.

Motion carried.

- 6) Increase system-wide capacity: The System is trying to tell the state that if they invest in higher education, higher education will return that investment. The Presidents have shown the additional services they can render to positively impact the economy if there is additional capacity.

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President Richards reported CSN is working with community partners on three pilot programs, including a college readiness initiative, prison education program, and a program with workforce connections to help adult learners that have tremendous merit and should be considered enhancements for this upcoming legislative session.

Chancellor Klaich noted there is a new Director for the Department of Corrections who emphasized the thousands of incarcerated individuals who would be released over the next 20 years and how critical it is to have prison education programs. Regent Anderson asked if CSN was working in prison education in the present. President Richards stated there are some random courses but more are needed.

President Johnson reported the Regents have encouraged the universities to move toward the Research University Very High/R1 designation, while at the same time being asked to come forward with proposals that would highly impact the economic development of the state. Both universities have been in discussion and have decided UNLV will focus on health research and UNR will focus on advanced manufacturing research. Both universities will need to grow in terms of human and physical plant capacity. If there is a way to enhance capacity to serve by creating more research capacity there will then be more commercialization and partnership capacity with the industries.

Regent Lieberman left the meeting.

President Jessup stated these proposals will meet the local communities and economies that each University operates in, as well as, the overall state demand. In the south, there is great opportunity to advance the institution, but it was also a way to determine high demand locally for jobs, where would the most economic impact be, what does the community need and what would take UNLV to the next tier. It all centered on health; human health in particular. This also fits with the grand challenges the National Science Foundation has laid out for the planet revolving around human health, water supply, food supply and sustainable energy sources. UNLV's proposal is to hire people in key health-related disciplines that build capacity inside and more importantly: 1) produce more graduates that are ready to be successful in high demand health-related areas; and 2) showcases the research the faculty performs to create technologies and other discoveries that help the economy in the health-related disciplines.

President Patterson stated NSC is excited about its concept to grow the education program. NSC's nursing program is the largest in the state and was able to do that by increasing tuition in this high demand program. NSC is not able to do that with the education program. NSC is building scholarship programs and other pathways into the high schools and middle schools to entice more students into teaching. To be able to be the most robust education program in the state, NSC has to hire faculty to start new programs such as speech pathology, early childhood education, and STEM.

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Regent Melcher remembered CSN had a difficult time finding staff for the occupational therapy program prior to it being dropped and asked if this was an area CSN would try and readdress. President Richards stated CSN is in conversations with TMCC to revive the program as a joint offering at the two-year level.

President Dalpe noted TMCC's proposal focuses on gateway but will need to expand tenure track faculty to help with capacity. Most of the gateway classes are 100 percent full this semester which is critically linked to TMCC's CTE initiative.

President Wells reported DRI is bringing forward three proposals to help DRI's capacity in research grants, which also contribute to the state's economic goals. Phase one will help DRI pivot towards a greater partnership with industry, by providing programs that develop mentoring for faculty, as well as provide support for the faculty to develop proposals with industry. Phase two will target the areas that are significant for industry development in the state. Phase three will build on the Governor's goal to increase Nevada in Science and Technology. DRI would like to be an advisor in this area.

President Burton has four programs important to WNC communities and one additional partnership with NSC related to the STEM secondary. WNC does not have the investment dollars when a need is identified. For example, the Jump Start program is 15 percent of WNC's enrollment. If it was not for the partnerships with the school districts, WNC would never have been able to get the Jump Start program off the ground, because the reality of the funding model is that WNC would not receive any money until 2018.

President Curtis stated GBC's enhancements relate to nursing and teacher education. GBC started a nursing pilot program in Winnemucca and Pahrump and enhancements funds would allow GBC to continue the programs. A paramedic pilot program has also started in Winnemucca and a request to expand to Pahrump has been received. Human services, counseling, and land surveying are also requested through the enhancements.

Regent Melcher moved approval to support the increase in system-wide capacity as the sixth priority. Regent Doubrava seconded. Motion carried. Regent Lieberman was absent.

Regent Geddes asked how they come to the 5 percent budget reduction when the System is asking for all of the above enhancements. Chancellor Klaich asked that this item be deferred to the June Board meeting. The Presidents have spent an enormous amount of time since the original discussion. They have discussed the difficult financial situation of the state, but it seemed inappropriate to not be responsive to the Board's request for this information.

Regent Wixom acknowledged a baseline had to be established and he believed this was a starting point.

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Regent Lieberman entered the meeting.

Chancellor Klaich presented the following capital projects:

Continuing project:

- 1) UNLV Hotel College Academic Building FF&E: The building is under construction and will need the furnishings, fixtures, and equipment.

New construction:

- 1) UNR Engineering Building: The project that is furthest along. Substantial funds have been raised for design and site acquisition has been completed.
- 2) NSC Education Building: Core to economic development and provides for donor or institutional matches. NSC students are paying for buildings at NSC.
- 3) CSN Henderson Health Sciences Building: Core to economic development and provides for donor or institutional matches.
- 4) GBC Expansion Project: Core to economic development within the region. Has modest match, but significant for GBC.
- 5) WNC Expansion Project: Core to economic development within the region. Has modest match, but significant for WNC. The project is attractive for a new capital project with an overall price of less than \$1.5 million.
- 6) TMCC Northern Nevada Advances Manufacturing Center: Core to economic development within the region. Project at a much less mature stage of planning and financing.

Planning projects:

- 1) UNLV Building: Core to economic development within the region. Fulfills need identified in the space utilization study. Primary consideration for higher ranking is the greater possibility of an attractive match in the next session.
- 2) DRI Water Technology Center: Core to economic development within the region. Fulfills need identified in the space utilization study.

Regent Hayes noted when reviewing capital projects he looked at the current state of Nevada and the teacher shortage. The UNR Engineering Building will help grow the economy but if money is running short and the Legislature chooses the Engineering Building, Nevada will fall even further behind in the number of teachers needed. He suggested the NSC Education Building be ranked higher because it is a more crucial project and it serves the people who currently live here rather than those that Nevada is trying to attract.

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Regent Leavitt asked the Chancellor how his discussions with the Governor and legislative leadership have gone. Chancellor Klaich reported there had been no discussions with the Governor yet regarding the projects because he felt it was premature. The System has planned projects consistent with the state's Economic Development Plan that the Governor and legislative leadership should find attractive and consistent with plans for the state.

Regent Page asked if "other" money is funding that has to be raised. Chancellor Klaich stated it was a variety of funds, including gifts earmarked for specific projects and pledges. Regent Page asked if any of the "other" money has been raised for any of the projects. President Patterson said NSC potentially has \$3 million to come in throughout the next year. President Jessup noted an estate gift with a provision for \$9 million for the Engineering College is awaiting the project. President Johnson stated UNR has identified 25 percent of the cost of the UNR building which is half of the self-funding amount. UNR has raised \$1.4 million in pledges for the design of the project. President Dalpe reported the public support and the federal grant have not been initiated for TMCC's project.

Regent Doubrava asked for information on the current Engineering Building at UNR. President Johnson stated there are six buildings in the Engineering complex. The oldest building was built in 1941 and UNR is currently trying to renovate it with slot tax funds. The other major building is the Scrugham Engineering Building, which has no specific purpose, was opened in 1963. The other buildings in the complex have very specific purposes.

Regent Doubrava clarified there is no Henderson Health and Science Building that exists. President Richards responded no, but the land is available.

Regent Doubrava asked how many teachers NSC is graduating in a year. President Patterson responded they are graduating approximately 80 a year, but the number needs to triple. It will take approximately two to four years to build enrollment.

Regent Geddes moved approval of the capital list as recommended. Regent Crear seconded.

Regent Geddes liked the list as presented with the rationales shown and sequence of events.

Chancellor Klaich said a capital ladder has been created in the past, but he is making a recommendation for this biennium. The recommendation may change in the next biennium since the System, state and the Regents may have different priorities.

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Regent Stephens wanted to establish, for the record, how this prioritization is going to play out in the legislative strategy. Chancellor Klaich stated by being the highest priority on the list the Board gives the Presidents the latitude to talk with legislators about their respective highest priority. The Nevada Public Works Board will receive this list and will assign their priorities to the projects. The Governor will then receive recommendations and he will express his priority in the Executive Budget.

President Jessup stated the Engineering program at UNLV is also growing. UNLV has one building, built in 1988, and it is filled to capacity.

Regent Page asked if a scoring system was used to create the prioritized list. Chancellor Klaich indicated there was no scoring system. The list was based on criteria and need.

Regent Page asked what the probability of funding is. Chancellor Klaich thought if the System works creatively with the Governor there is a real opportunity. The state will be looking at ways to leverage dollars. Regent Page suggested the Presidents return with creative ideas to fund their priorities.

Regent Hayes felt the NSC and CSN buildings should be prioritized #1 and #2 respectively. He believed more teachers and health professionals are the greatest Nevada needs at this time.

President Wells put DRI's request into historical perspective. DRI has only expanded its gross footage by 10,000 square feet over the past six years. DRI has received an \$18 million endowment to build water capacity in Las Vegas. This is an important planning stage for DRI to grow opportunities and help Las Vegas become a water tech economy.

Chancellor Klaich stated up to \$100 million could be available statewide for capital construction.

Regent Geddes reiterated every student in the System is paying into the CIP fund and he believed it was worth asking the state to take the burden off the students.

President Patterson added NSC and CSN have discussed jointly planning the Education building.

Regent Davidson stated the System should consider how to develop students without as many capital needs.

Vice Chairman Wixom noted this is a fluid process and he has appreciated the discussion. He believed the key was to establish a basis for the Presidents to make their case for specific projects, get those projects on the list and then continue discussions until the session.

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Chancellor Klaich stated flexibility, fundraising, and required matches are important to the process. The Public Works Board will meet in August where the System will be invited to present the projects.

Motion carried via a roll call vote. Regents Anderson, Crear, Davidson, Geddes, Lieberman, Melcher, Stephens, Trachok, and Wixom voted yes. Regents Doubrava, Hayes, Leavitt, and Page voted no.

Capital Renewal, Plant Adaption, and Deferred Maintenance Projects:

- 1) Consistent with Board policy, a reasonable maintenance allowance at 2 percent has been put forward.
- 2) The System has consistently argued that the share of maintenance funds in not adequate.

HECC/SHECC:

- 1) The System historically receives \$15 million each biennium in slot tax revenue. Due to a drop in the number of slot machines in Nevada, a shortfall in projected in this funding source.

Efficiency and Effectiveness:

- 1) A draft copy of a common template to be used was presented at the March Board meeting.
- 2) It is recommended the Board accept the campus efforts and direct the Chancellor to include the summaries in budget materials, demonstrating the efforts of the campuses to steward state funds, fees, and tuition.

12. New Business – Regent Melcher reminded the Board about the TMCC presidential candidates coming forward on April 28 and 29, 2016. Chancellor Klaich felt there was a fantastic group of diverse candidates coming forward for the presidency.

13. Information Only-Public Comment – None.

The meeting adjourned at 2:02 p.m.

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*Approved by the Board of Regents at the June 9-10, 2016, meeting*