

SPECIAL MEETING
BOARD OF REGENTS
NEVADA SYSTEM OF HIGHER EDUCATION

System Administration, Las Vegas
4300 South Maryland Parkway, Board Room

Friday, July 20, 2018

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. Kevin J. Page, Chairman
Dr. Jason Geddes, Vice Chairman
Dr. Andrea Anderson
Dr. Patrick R. Carter
Mrs. Carol Del Carlo
Dr. Mark W. Doubrava
Mr. Trevor Hayes
Mr. Sam Lieberman
Mrs. Cathy McAdoo
Ms. Allison Stephens
Mr. Rick Trachok
Mr. Anthony L. Williams

Members Absent:

Mr. John T. Moran

Others Present:

Dr. Thom Reilly, Chancellor
Ms. Crystal Abba, Vice Chancellor, Academic and Student Affairs
Dr. Constance Brooks, Vice Chancellor, Government and Community Affairs
Mr. Chet O. Burton, Chief Financial Officer
Mr. Dean J. Gould, Chief of Staff and Special Counsel to the Board
Dr. Margo Martin, Acting President, CSN
Dr. Kristen Averyt, President, DRI
Ms. Joyce M. Helens, President, GBC
Mr. Bart J. Patterson, President, NSC
Dr. Karin M. Hilgersom, President, TMCC
Dr. Marta Meana, Acting President, UNLV
Dr. Marc A. Johnson, President, UNR
Dr. Vincent R. Solis, President, WNC

Mr. Douglas Unger, UNLV Faculty Senate Chair, was in attendance. Student body presidents in attendance were: Mr. Andrew Sierra, ASCSN President, CSN; Ms. Hannah Jackson, ASUN President, UNR; and Mr. Sandesh Kannan, GSA President, UNR.

Chairman Page called the meeting to order at 9:00 a.m. with all members present except Regents Moran and Stephens. Vice Chairman Geddes led the Pledge of Allegiance.

1. Information Only – Public Comment – Ms. Hannah Jackson, UNR ASUN President, noted her concern with the 2019-21 Biennial Operating Budget submission specifically that salary compression can be addressed through the recently approved four percent tuition increase, coupled with other funding sources. She urged the Board of Regents to not move forward with the proposal as it has not been discussed with students.

Dr. Christine Bergman, UNLV Professor, spoke about significant salary differences on the UNLV campus among men and women. She stated in her department the men make on average 37 percent more than female counterparts.

Regent Stephens entered the meeting.

Dr. Edwardo Robleto, UNLV Professor, stated he is the lowest paid professor in his cohort which was 15 percent below the median. Equity in pay at UNLV is lacking with no mechanism to address the issue. If a budget line for salary equity is added it will put the System on a path to a more diverse, inclusive environment.

Dr. Megan Beker, UNLV Associate Professor, stated she is in her 20th year at UNLV, winning several awards for her research and teaching. She stated with her length of service and distinguished record it baffles her that she is the second lowest paid full-time faculty member in her department. A tenured colleague was promoted in the last three months and now has the exact salary as she does. Salaries should not only be about dollars but also about the worth of the faculty member.

Dr. Djeto Asane, UNLV Associate Faculty, stated he is in his 30th year at UNLV. He requested the University and Regents review his early years of service as it relates to his tenure and salary.

Dr. Shaun Franklin-Sewell, UNLV Director of Marketing and Patron Services, stated he is in his 15th year at UNLV. He urged the Board of Regents to work with the Nevada Legislature to create an in-rank salary progression structure for administrative faculty members.

Mr. Douglas Unger, UNLV Faculty Senate Chair, urged the Regents to consider NSHE's human capital, the faculty. How the students learn and succeed is directly related to the quality of faculty. NSHE has admirable goals, but without investing in the human capital on which quality education most relies the goals will be at risk. Salary funding should be the highest priority.

1. Information Only – Public Comment – (Continued)

Mr. Andrew Sierra, CSN ASCSN President, read a statement on behalf of Mr. Christopher Roys, UNLV CSUN President, stating he appreciates the faculty members that sacrifice their livelihood so that the students have a quality college experience, but he did not find it appropriate that those same students would be asked to resolve the salary equity issues.

Mr. Lawrence Weekly, Clark County Commissioner, thanked the Board of Regents for approving the Cooperative Extension program that will benefit so many families in urban Clark County. Cooperative Extension means so much to rural communities that are struggling. He asked the Board of Regents to ensure that program's support.

Mr. Sandesh Kannan, UNR GSA President, reported the Graduate Student Association has provided a letter of support for an increase in faculty compensation to the Legislature. He noted that the UNR administration had provided a list of areas that the four percent increase would be used for and faculty compensation was not on that list.

Chancellor Reilly stated each institution will return at the Special Board of Regents meeting in August 2018 with its plan on how it will use the four percent. Each institution has been asked to consult with faculty and students.

Chairman Page thanked System General Counsel Nicholas Vaskov and CSN Acting President Margo Martin for their service to NSHE. He welcomed UNLV Acting President Marta Meana to her first meeting.

2. Approved – Consent Items – The Board approved the consent items separately as presented.

2a. Approved – Minutes – The Board approved the following meeting minutes:

- May 3, 2018, ad hoc WNC President Search Committee (*Ref. BOR-2a1 on file in the Board Office.*)
- May 4, 2018, Board of Regents' Special Meeting (*Ref. BOR-2a2 on file in the Board Office.*)
- May 10, 2018, ad hoc CSN President Search Committee (*Ref. BOR-2a3 on file in the Board Office.*)
- May 11, 2018, Board of Regents' Special Meeting (*Ref. BOR-2a4 on file in the Board Office.*)
- June 4, 2018, Board of Regents' Special Meeting (*Ref. BOR-2a5 on file in the Board Office.*)

Regent Lieberman moved approval of the meeting minutes. Regent Del Carlo seconded. Motion carried. Regent Moran was absent.

2. Approved – Consent Items – The Board approved the consent items separately as presented.

- 2b. Approved – Tenure – The Board approved awarding tenure to Dr. Ai-Sun (Kelly) Tseng. This candidate has met the standards for tenure as outlined in the NSHE Code. (Ref. BOR-2b on file in the Board Office.)

Chairman Page noted for the record that the College of Education should be changed to the College of Sciences.

Regent Lieberman moved approval to award tenure to Dr. Ai-Sun (Kelly) Tseng. Regent Carter seconded.

In response to a question from Regent Hayes, Acting President Meana noted that the UNLV Bylaws provide for a reconsideration process available to all individuals who are denied tenure. This was a reconsideration.

Motion carried. Regent Moran was absent.

Chairman Page left the meeting.

3. Approved – Continuation of Spend-Down and Allocation/Use Plans for Capital Improvement Fee and General Improvement Fee Balances, UNLV – The Board approved UNLV's expenditure of Capital Improvement Fee and General Improvement Fee balances to support the student experience and campus priorities. (Ref. BOR-3 on file in the Board Office.)

Acting President Meana stated this item relates to the continuation of the spend-down and allocation/use plans for the Capital Improvement Fee and General Improvement Fee balances at UNLV. In June, the Board raised concerns regarding the balances of accounts funded through student fees and asked UNLV to be more proactive in the use of the funds. UNLV submitted an agenda item at the March meeting outlining the allocation of \$16.5 million directed at improving campus safety and security and enhancing the wireless network. UNLV is now requesting \$27 million to further support the campus and student experience, consisting of near-term projects and initiatives and for real estate acquisitions, leases, capital renovation and other project investments. Detailed plans are included in the reference material.

Regent Carter moved approval of UNLV's expenditure of Capital Improvement Fee and General Improvement Fee balances to support the student experience and campus priorities. Regent Del Carlo seconded.

3. Approved – Continuation of Spend-Down and Allocation/Use Plans for Capital Improvement Fee and General Improvement Fee Balances, UNLV – (Continued)

Regent Stephens voiced her concerns with the Wi-Fi on campus and whether it will be structured for today's environment. Executive Director David Frommer, Planning and Construction, stated in the past there has been an annual allocation of approximately \$1 million for campus Wi-Fi enhancements. This funding allocation is a continuation of Wi-Fi enhancements and will add Wi-Fi where it does not exist in a contemporary standard. Regent Stephens added that a student should not lose Wi-Fi once they step outside of a building.

In response to a question from Vice Chairman Geddes, Executive Director Frommer stated items related directly to the student experience are under the Technology Fee, while campus infrastructure is included in the Capital Improvement and General Improvement Fees.

Regent Hayes believed there was a large contract approved with Cox to provide Wi-Fi. Executive Director Frommer understood that it was a partnership with Cox. Cox would provide the equipment and technology, but it was incumbent upon UNLV for the installation and any of the infrastructure.

In response to a question from Regent Hayes, Vice President Jean Vock, Finance and Business, responded that cash balances, including short-term investments, totaled approximately \$360 million. The funds are in most cases committed to other purposes. At the beginning of this year, the fees totaled \$78 million. With the amounts from March and this meeting, that number decreases to \$9.8 million. UNLV has been assertive in using the funds to benefit the campus.

Vice Chairman Geddes asked if UNLV could provide a general example of the real estate acquisitions. Vice President Vock stated that UNLV has requested authorization to negotiate on five specific properties within the campus master plan.

Motion carried. Chairman Page and Regent Moran were absent.

4. Information Only – NSHE Strategic Goal: Research – TMCC and WNC made presentations.

TMCC

Program Director Yuli Chavez, Access, Outreach and Recruitment, presented a PowerPoint titled, "TMCC Success First Program." (Ref. BOR-4a on file in the Board Office.)

President Hilgersom commended the TMCC Student Affairs team for a fascinating and evolving program. The Summer Bridge Program could not happen without the support of the community and Foundation.

Regent Stephens left the meeting.

4. Information Only – NSHE Strategic Goal: Research – (Continued)

TMCC – (Continued)

Vice Chairman Geddes asked if there is a plan for sustainable funding. President Hilgersom stated it will be a part of the summer school initiative. TMCC was able to expand capacity by finding additional private sponsors and some additional operating funds.

Regent Del Carlo asked how the students become eligible for the program, with Program Director Chavez stating that TMCC works closely with the Washoe County School District to find students that qualify and are ready to commit to the required six-week program, Monday-Thursday, 9 a.m.-3 p.m. If the student is not performing at a C average, then additional tutoring is required from 3-5 p.m.

Regent Hayes was curious as to why participation has decreased, with Program Director Chavez responding it is due to program funding and the fact that the rigorous coursework is now required.

WNC

President Solis presented WNC's initiatives based on problem-solving research. *(Ref. BOR-4b on file in the Board Office.)*

Vice Chairman Geddes asked if the research on student success is funded by grants or self-funded through the institution. President Solis stated there are mandatory contacts with the parents which have a significant impact on student success. Interim Vice President Darla Dodge, Finance and Administrative Services, reported that the Pennington Foundation and NV Energy are community partners and help with the initiatives.

Chairman Page entered the meeting.

Regent Del Carlo was pleased WNC is looking at other cohorts. President Solis stated WNC knows the program works so now it is time to upscale the program with the goal of finding something for everyone at WNC.

Chancellor Reilly noted that both the projects are germane and demonstrate that NSHE is participating in initiatives surrounding student success.

Regent Del Carlo thought the Promise Scholarship cohort should be tracked at all the community colleges. President Solis stated WNC will track its Promise Scholarship recipients.

The meeting recessed at 10:19 a.m. and reconvened at 10:31 a.m. with all members present except Regents Moran and Trachok.

5. Approved – 2019-21 Biennial Operating Budget/Supplemental Request – The Board approved the ranking of the non-formula funding requests: 1) CSN Prison Education Program; 2) UNR Cooperative Extension; 3) DRI NV Graduate Fellowship; 4) DRI NV Cloud Seeding; 5) UNR Statewide Programs; 6) UNLV School of Dental Medicine; 7) UNLV Student-Athlete Financial Aid; and 8) CSN Athletic Scholarships. (*Ref. BOR-5, Supplemental Material and Ranking Sheet on file in the Board Office.*)

Chancellor Reilly explained that the Board is nearing the completion of the 2019-21 budget submission process. This is the culmination of eight months of hard work for the institutions, System staff and Board members. The System incorporated a Budget Summit which included the participation of Nevada legislators and Legislative Counsel Bureau staff. At the June Board meeting, the Board approved the inclusion of \$121 million in maintenance and enhancement requests to the base operating budget. This is a budget the Board can be proud of and provides maximum return on the investment being made by the citizens of Nevada. The Board will consider a supplemental budget request that will be provided to the Governor in conjunction with the budget submission. The System has made a number of tradeoffs during the budget formation to adhere to the budget guidance that was provided by the Governor's staff. While the request represents a significant increase there are still unmet needs. If additional funds for higher education are identified NSHE wants to be on the record as to the prioritization of the additional request. The reference material identifies eight non-formula funding requests from four institutions as well as a proposal to request funding that will be a part of the phase-in plan to address faculty compression and equity issues that have been identified. The Board is asked to rank the non-formula funding requests submitted by UNLV, UNR, CSN and DRI and those will be incorporated into the supplemental request which will be brought back in August for review and approval.

Regent Trachok entered the meeting.

Chancellor Reilly recognized the hard work of the institutions in loading the budget files into Workday.

Chancellor Reilly believes the process has been transparent and open with a number of lessons to be taken away from the new process. All the institutions would like additional time to prepare and input their budgets once the Board of Regents has approved the budget numbers. Chancellor Reilly recommended that the Board of Regents set a goal to finalize budget numbers in May versus waiting for the regularly scheduled June Board meeting.

The System will make a concerted effort to improve the lines of communication with the institutions during the process of budget building. With the tight timeline, there were frustrations expressed by the institutions on the method and timing of information flow. Finally, several of the institutions are experiencing challenges with enrollment. Given the timing and method by which the budget was built this year, final enrollment calculations presented a challenge to institutions in finalizing the budgets. The System and institutions are working on how to better forecast enrollment going forward.

Chairman Page thanked the institutions for consolidating their requests.

5. Approved – 2019-21 Biennial Operating Budget/Supplemental Request – (Continued)

In response to comments made by Vice Chairman Geddes, Chief Financial Officer Chet O. Burton stated the System does not see final enrollment numbers until the end of the Spring semester, but the Board of Regents can still give its funding priorities. The System does a good job of forecasting and can provide a good placeholder to allow the budgeting process to begin.

Chief Financial Officer Burton thanked the staff and institutions for the tremendous amount of work during the process and stated he appreciated all the support he had received.

Chief Financial Officer Burton presented a PowerPoint titled, “2019-2021 NSHE Operating Budget and Supplemental Request.”

Regent Trachok asked how it was possible to see an increase in the weighted student credit hours (WSCH) but then a reduction in the state-funded budget for GBC. Chief Financial Officer Burton stated it was related to how career and technical education (CTE) courses were initially funded. This shows the outcome of moving the CTE into the base budget, but also the offset of losing the enhancement represented by the CTE that was moved. There was an enhancement provided by the Legislature for CTE that now has been included in the base budget, which means you lose the enhancement funding.

Regent Trachok told Chairman Page that he found the issue unsatisfactory.

Regent Anderson agreed with Regent Trachok. She felt this was a blow to GBC that it didn't see coming. The System needs to find an acceptable resolution for the smaller colleges.

In response to a question from Regent Trachok, Chief Financial Officer Burton stated these are the numbers that each institution used to build its budget in Workday but there has been no formal submission to the Governor's Office.

Regent Anderson reiterated that an acceptable solution needed to be found so that GBC makes it through the biennium.

President Helens stated GBC did find some one-time anomalies that allowed adjustments to be made and provided some examples. GBC will continue its review.

The meeting recessed at 11:19 a.m. and reconvened at 11:41 a.m. with all members present except Regent Moran.

President Helens stated GBC has been working with the System Office. GBC realizes there is a new methodology applied to a new formula that is complex. The institutions have differences and the methodology has to address those differences. She stated she wants to be deliberate and careful, but realizes that things happen fast. Shared governance is important, and she has not had time to work with the college community.

5. Approved – 2019-21 Biennial Operating Budget/Supplemental Request – (Continued)

In the short-term, GBC has worked with the Foundation and it is interested in helping GBC fill the gap.

Chief Financial Officer Burton continued his presentation.

Regent Hayes stated that every year salary compression is not addressed the number will increase, which means the amount will be insufficient to address today's identified gap. Chancellor Reilly stated the Legislature will only fund a biennium and he thinks they would also say it is a shared responsibility.

Chairman Page stated in the past the System has asked for a large number and ended up not getting anything. He believed splitting up the amount to allow the System to receive something and move in the right direction was a better approach.

Regent Trachok asked if the Board would be allowed to reexamine the UNLV School of Medicine allocation that is included in the budget through the end of August. Chairman Page stated the Board technically could since the budget will not be submitted until August.

Vice Chairman Geddes clarified that in June the Board put together a budget based on a guideline of \$120 million. If new additional funds become available, then a separate communication would be sent to the Governor with the Regents ranking of the non-formula funding requests.

Chancellor Reilly and Chief Financial Officer Burton provided an overview of the non-formula funding requests ranking process for the Board. The Regents ranked the non-formula funding requests submitted by UNLV, UNR, CSN and DRI. *(Ranking Chart on file in the Board Office.)*

Regent Del Carlo moved approval of the ranking of the non-formula funding requests: 1) CSN Prison Education Program; 2) UNR Cooperative Extension; 3) DRI NV Graduate Fellowship; 4) DRI NV Cloud Seeding; 5) UNR Statewide Programs; 6) UNLV School of Dental Medicine; 7) UNLV Student-Athlete Financial Aid; and 8) CSN Athletic Scholarships. Regent McAdoo seconded. Motion carried. Regent Moran was absent.

In response to a question from Vice Chairman Geddes, Chief Financial Officer Burton stated the budget variance is less than two percent at this time.

Vice Chairman Geddes stated he made data requests in June and wanted to make sure they are presented at the August Special Board of Regents meeting related to UNLV summer school registration fees and several UNLV School of Medicine deviations as they relate to the Tripp Umbach Study.

5. Approved – 2019-21 Biennial Operating Budget/Supplemental Request – (Continued)

In response to Regent Del Carlo, Regent Doubrava stated Tripp Umbach is a consulting group that was engaged to work in coordination with UNLV to come up with a 10-year plan for the UNLV School of Medicine, prior to the Board of Regents approving a budget for the school.

Regent Stephens stated that NSHE needs to be able to explain to the Legislature the deviations that have occurred.

6. Information Only – New Business – Regent Trachok believed it was important for the Board to institute free speech policies in order to provide guidance to the institutions. Chancellor Reilly stated it would come forward in September.

7. Information Only – Public Comment – None.

The meeting adjourned at 12:29 p.m.

Prepared by:

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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 its October 19, 2018, meeting.