

**BOARD OF REGENTS and its  
ad hoc BUDGET REDUCTION RESPONSE COMMITTEE  
NEVADA SYSTEM OF HIGHER EDUCATION**

Videoconference/Teleconference  
Friday, December 11, 2020

Members Present:

Regents' Committee

Dr. Patrick R. Carter, Chair

Ms. Amy J. Carvalho

Mrs. Cathy McAdoo

Ms. Laura E. Perkins

Other Regents Present:

Dr. Mark W. Doubrava, Board Chair

Mrs. Carol Del Carlo, Board Vice Chair

Dr. Jason Geddes

Ms. Lisa C. Levine

Mr. Donald Sylvantee McMichael Sr.

Mr. Kevin J. Page

Members Present:

Advisory Members

Dr. Kumud Acharya, DRI President

Ms. Joyce M. Helens, GBC President

Dr. Karin M. Hilgersom, TMCC President

Mr. Bart J. Patterson, NSC President

Dr. Vincent R. Solis, WNC President

Dr. Federico Zaragoza, CSN President

Ms. Jean Vock, UNLV Senior Vice President, Business Affairs/CFO  
(Designee for UNLV President Whitfield)

Mr. Vic Redding, UNR Vice President for Administration & Finance  
(Designee for UNR President Sandoval)

Dr. Laura Naumann, NSC Faculty Senate Chair

Dr. Vicki Rosser, UNLV Faculty Senate Chair

Dr. Robert Morin, WNC Faculty Senate Chair

Mr. Glenn Heath, System Administration Faculty Senate Chair

Mr. Joshua Padilla, UNLV-CSUN President

Ms. Suman Randhawa, NSC-NSSA President

Ms. Julia Bledsoe, NSHE Classified Council (TMCC)

Mr. Scott Walquist, UNR Alumni Council

Ms. Stacey L. Purcell, UNLV Alumni Association

Mr. Mike Benjamin, DRI Foundation

Ms. Marilyn Jentzen, NSC Foundation

Mr. Randy Robison, CSN IAC Chair

Mr. John Tierney, GBC IAC Chair

- Members Present:            Advisory Members  
Ms. BJ North, TMCC IAC Chair  
Mr. Rob Hooper, WNC IAC Chair
- Member Absent:            Advisory Member  
Ms. Gabrielle Clark, WNC-ASWN President/NSA Chair
- Others Present:            Dr. Melody Rose, Chancellor  
Ms. Crystal Abba, Vice Chancellor, Academic & Student Affairs  
Mr. Andrew Clinger, Chief Financial Officer  
Mr. Joseph Reynolds, Chief General Counsel  
Mr. Joseph Sunbury, Chief Internal Auditor  
Ms. Julia Teska, Budget Director

Chair Patrick R. Carter called the meeting to order at 3:00 p.m. with all Regents' Committee members present except for Regent Perkins.

1.     Information Only-Public Comment – A voice mail was played into the record from Dr. Kent Ervin, UNR Faculty/NFA member, regarding the Committee name change (Agenda Item 4). He requested considering adding the words “sustainability” or “sustainable” to the name of the Committee. Dr. Ervin also offered comments regarding the mission, short-term and long-term goals of the Committee.
2.     Information Only-Chair’s Report and Introductions – Chair Patrick R. Carter provided general remarks and updated the Committee members regarding the budget reduction response process. He noted it is his intention for the Committee to meet monthly and looks forward to the ideas that will be brought forward.
3.     Information Only-Open Meeting Law Overview – Chief General Counsel Joe Reynolds provided a brief overview and discussed the Open Meeting Law as it relates to the ad hoc Budget Reduction Response Committee and its related procedures.

Regent Perkins entered the meeting.

Regent Levine asked if the four incoming Regents joining the Board in January 2021 will have the opportunity to serve on this ad hoc Committee. Mr. Reynolds answered pursuant to the *Handbook*, any Regent can participate in discussions at any Board committee meeting even if they are not formally appointed to the committee by the Board Chair.

4.     Approved-Proposed Committee Name Change – Chair Patrick R. Carter led a discussion on the name of the ad hoc Budget Reduction Response Committee. The Committee recommended approval of changing its name to the Fiscal Sustainability Committee.

4. Approved-Proposed Committee Name Change – *(continued)*

The Committee and advisory members discussed options for a potential name change of the Committee. Based on the discussion, the Committee recommended renaming the Committee as the Fiscal Sustainability Committee.

Regent McAdoo moved approval of renaming the Committee as the Fiscal Sustainability Committee. Regent Carvalho seconded. Motion carried.

5. Information Only-System Funding Sources including Self-Supporting Budgets, NSHE – Chancellor Melody Rose and Chief Financial Officer Andrew Clinger provided an overview of System funding sources including self-supporting budgets.

Mr. Clinger provided a report on the NSHE funding sources which included: an overview of the NSHE budget structure; state supported operating budgets; state operating vs. non-state; total revenue and operating expenses – state operating budget plus non-state funds: all funds – sources of revenue, fiscal year 2020; all funds – operating expenses by type, fiscal year 2020; state operating budget revenue and expenses: sources of revenue and operating expenses; NSHE non-state revenue and expenses: non-state funds – sources of revenue and operating expenses.

Mr. Clinger noted that his presentation is a high-level overview of the System funding sources and self-supporting budgets. He addressed questions from the advisory members and agreed to send the link to the current budgets and a breakdown of spend categories across the institutions to the Committee and advisory members.

In response to a question from Rob Hooper, WNC IAC Chair, regarding the Committee's process for gathering and evaluating the budget information, Chair Carter and Mr. Clinger discussed focusing on specific areas of the budget, such as examining software vendors utilized by each campus and seeing if there are opportunities for shared services and/or analyzing back-office operations to see if there are efficiencies to be gained.

Chancellor Rose said a meaningful principle that could be applied to the work is to look for savings only above a particular threshold to contain the scope of the work and to also ensure the focus is on looking for solutions that would have real material impact.

Regent Levine offered some ideas for the Committee to consider at its next meeting such as a third-party audit for the NSHE and to further examine and gain more familiarity with the System Computing Services (SCS) budget.

6. Information Only-Implementing Shared Services in Higher Education – Ronn Kolbash, Associate Vice President, Shared Services, University of Chicago, provided an overview of shared services which included: benefits of shared services; analysis and building the business case; anticipating pushback and gaining buy-in; key decisions; implementation and training; and continual improvement of processes and services. Mr. Kolbash addressed questions from the Committee and advisory members and the group discussed regional consolidation opportunities with the NSHE institutions and gaining the support of institutions to be impacted, best practices for the change management process, areas where shared services have the potential to be the most beneficial such as library databases and finance functions, maintaining a customer service approach, common course numbering at the System level, two national organizations that can provide information on the full range of shared services that other higher education systems are employing: National Association of System Heads (NASH) and State Higher Education Executive Officers Association (SHEEO), and consolidating/centralizing services.
7. Information Only-New Business – Chair Carter requested a presentation related to an overview of SCS and a corresponding explanation of the budget; an inventory/analysis of existing shared services around the NSHE; and a discussion of library services within the System.

Regent Carvalho requested for consideration the addition of all NSHE Business Officers and the NSHE CIO as advisory members for future input; and an agenda item related to innovation as a topic to discuss monetizing research, online strategies for class offerings, and new sources of revenue to help sustainability, in line with the Committee’s mission.

Mr. Hooper requested an overview of the process framework for the ad hoc Committee.

8. Information Only-Public Comment – Special Assistant and Coordinator Winter Lipson read into the record public comment submitted by Daniel Okamura expressing concerns for “across-the-board” budget cuts and how it disproportionately affects different groups of employees within the NSHE.

The meeting adjourned at 5:42 p.m.

Prepared by: Winter M.N. Lipson  
Special Assistant and Coordinator to the Board of Regents

Submitted for approval by: Keri D. Nikolajewski  
Interim Chief of Staff to the Board of Regents

**Approved by the Board of Regents at its March 4-5, 2021, meeting.**