

**BOARD OF REGENTS and its
ad hoc FISCAL SUSTAINABILITY COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**

Videoconference/Teleconference
Thursday, February 18, 2021

Members Present:

Regents' Committee

Dr. Patrick R. Carter, Chair

Ms. Amy J. Carvalho

Mrs. Cathy McAdoo

Ms. Laura E. Perkins

Other Regents Present:

Mrs. Carol Del Carlo, Board Vice Chair

Mr. Joseph C. Arrascada

Mr. Patrick J. Boylan

Dr. Jason Geddes

Mr. Donald Sylvantee McMichael Sr.

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 Chief Financial Officer

(Designee for UNLV President Whitfield)

Mr. Vic Redding, UNR VP for Administration & Finance

(Designee for UNR President Sandoval)

Dr. Maria Schellhase, CSN Faculty Senate Chair

Dr. Laura Naumann, NSC Faculty Senate Chair

Dr. Vicki Rosser, UNLV Faculty Senate Chair

Mr. Glenn Heath, SA Faculty Senate Chair

Mr. Joshua Padilla, UNLV-CSUN President

Ms. Suman Randhawa, NSC-NSSA President

Ms. Julia Bledsoe, NSHE Classified Council, Ex officio

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 Absent: Advisory Members
Ms. Gabrielle Clark, WNC-ASWN President/NSA Chair
Mr. Rob Hooper, WNC IAC Chair
Ms. BJ North, TMCC IAC Chair
Mr. Scott Walquist, UNR Alumni Council

Others Present: Dr. Melody Rose, Chancellor
Ms. Crystal Abba, Vice Chancellor, Academic & Student Affairs
Mr. Andrew Clinger, Chief Financial Office
Ms. Keri D. Nikolajewski, Interim Chief of Staff to the Board
Mr. Joseph Reynolds, Chief General Counsel
Mr. Joseph Sunbury, Chief Internal Auditor

Student Body President Alyssa Fromelius, TMCC, was in attendance.

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

1. Information Only-Public Comment – Special Assistant and Coordinator Winter Lipson read into the record public comment submitted by Kent Ervin, UNR, regarding shared services in relation to agenda items 4 and 5.
2. Approved-Minutes – The Committee recommended approval of the minutes from the December 11, 2020, meeting (*Ref. FS-2 on file in the Board Office*).

Regent Perkins moved approval of the minutes from the December 11, 2020, meeting. Regent Carvalho seconded. Upon a roll call vote, the motion carried unanimously. Chair Carter, Regent Carvalho, Regent McAdoo and Regent Perkins voted yes.

3. Information Only-Chair's Report – Chair Patrick R. Carter provided general remarks including an overview of the meeting process moving forward, dates set for future meetings, and the upcoming discussion of a list of ideas for the Committee to analyze for potential recommendations.
4. Approved-Committee Mission Statement – Chair Patrick R. Carter led a discussion on the charge of the ad hoc Fiscal Sustainability Committee considering feedback provided during its meeting on December 11, 2020. To ensure alignment and focus, the Committee recommended approval of a formal change to the mission statement as follows: The Committee will search for improved efficiency, effectiveness, and sustainability of services and institutions for the long-term stability of public higher education in Nevada. The Committee will also evaluate innovative strategies that could generate additional revenue or reduce expenditures. The Committee will consider the input and recommendations of key students, faculty, staff, and community stakeholders,

4. Approved-Committee Mission Statement – *(continued)*
including those of the ad hoc Advisory Committee. As the Committee functions, it will remain cognizant of the five NSHE strategic goals: Access, Success, Closing the Achievement Gap, Workforce, and Research. The Committee should examine and search for: potential efficiencies, innovations, and fiscal and operational long-term sustainability in computing IT services, on-line education, shared services, central services, purchasing, system business services, evaluate systemwide real estate holdings, and items recommended from the full Board.
(Ref. FS-4 on file in the Board Office)

The Committee and advisory members reviewed and recommended one revision to the proposed mission statement which was to remove the first sentence of the statement.

Regent Perkins moved approval of the proposed mission statement as revised by the Committee and advisory members.
Regent McAdoo seconded.

Regent Carvalho offered a friendly amendment to add the following to the end of the first sentence of the proposed mission statement: "... for the long-term stability of public higher education in Nevada."

Regent Perkins and Regent McAdoo accepted the friendly amendment.

Upon a roll call vote, the motion carried unanimously. Chair Carter, Regent Carvalho, Regent McAdoo and Regent Perkins voted yes.

5. Information Only-Committee Focus List – Chancellor Melody Rose led a discussion of potential areas of focus for the ad hoc Fiscal Sustainability Committee. The list was not a recommendation, as anything on the list would require further analytics; however, the Committee and advisory members reviewed the list and added suggestions, which were incorporated into the list to be brought forward at the March 4-5, 2021, Board of Regents meeting where the Board may take action to approve the items/areas of focus *(Ref. FS-5 on file in the Board Office)*.

Regent McAdoo believed that it is critical for the Board, the Committee and advisory members to have an inventory list of the shared services among the System, SCS and institutions, along with information on the savings that those shared services involve, before any concrete decisions are made with regard to the focus list. She emphasized ensuring the involvement of Board leadership and institutional presidents or their designees on any additions to the focus list.

Regent Carvalho commented that it may be beneficial for the NSHE to establish partnerships with the Nevada Library Association and other library networks

5. Information Only-Committee Focus List – (continued)

throughout the state to not only broaden the NSHE institutions' library databases, but also for cost savings. Regarding shared services and back-office functions, she asked if travel, utilities and financial services were included. Chancellor Rose believed travel, utilities and financial services should be added to the focus list for further exploration. Chancellor Rose clarified that the concept of library savings on the focus list involved the digital subscriptions that each NSHE institution has and the possibility of negotiating the subscriptions as a System rather than individual institutions.

The advisory members provided additional input for the focus list which included: leverage purchasing power of the entire System for library services; procurement as a systemwide shared service as opposed to institution by institution; conduct a spend analysis regarding back-office functions to clearly understand what is being spent across the entire organization in order to prioritize spending and better identify cost-saving opportunities; examine FTE as it relates to library services; employee training and recruitment; legal services and grant/sponsored projects offices; non-resident tuition and online education; revenue diversification and generation strategies; banking contracts; and a comprehensive review of the *Handbook* and streamlining policies.

Chair Carter offered some suggestions for the focus list which included: a centralized lead management system; and the possibility of the community colleges offering more streamlined degrees through the universities. Chancellor Rose responded there is a national trend of larger states with multiple systems that are considering system consolidation, similar to the structure of the NSHE. She added that some reasons for the system consolidation trend are declining state appropriations for public systems and an increased attention to the student experience.

Chair Carter thanked the Committee and advisory members for their ideas and input.

6. Information Only-New Business – None.

7. Information Only-Public Comment – None.

The meeting adjourned at 3:57 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 June 10-11, 2021, meeting.