

**BOARD OF REGENTS
UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA
SPECIAL MEETING
Tele-Conference
Marietta Tiberti Grand Hall, Richard Tam Alumni Center
University of Nevada, Las Vegas
4505 Maryland Parkway, Las Vegas
Friday, June 8, 2001**

Members Present: Mrs. Thalia Dondero, Chair

Mr. Mark Alden

Dr. Jill Derby

Mrs. Dorothy S. Gallagher

Mr. Douglas Roman Hill (via telephone)

Mrs. Linda Howard

Dr. Tom Kirkpatrick

Mr. Howard Rosenberg

Mr. Doug Seastrand

Mr. Steve Sisolak

Mr. Tom Wiesner

Others Present: Dr. Jane Nichols, Chancellor

Mr. Tom Ray, General Counsel

Ms. Suzanne Ernst, Chief Administrative Officer

Mr. Mike Meyers, Interim President, CCSN

Also present was Faculty Senate Chair Ruell Fiantt, CCSN and Student Body President Calvin Hooks, CCSN. Narcisa Polonia, ACCT Search Consultant and Kathy Harney, Search Coordinator were also in attendance.

Chair Thalia Dondero called the meeting to order at 9:15 a.m. with all members present.

1. Approved CCSN Presidential Search Committee Report - Chair Doug Seastrand presented a report on the CCSN Presidential Search Committee meetings held May 11 and 16, 2001 and requested Board action on the following Committee recommendations: (Report on file in the Board Office)

" Selection of Finalists - The committees selected four finalists for the position of CCSN President.

" Recommendation from Institutional Advisory Committee - The Institutional Advisory Committee made its recommendation for the position of CCSN President to the Regents' Presidential Search Committee.

" Decision by Presidential Search Committee - The Regents' committee determined its recommendation for the position of CCSN President to be presented to the full Board.

1. Approved CCSN Presidential Search Committee Report - (continued)

Chair Seastrand personally thanked the faculty and those involved within the search. The faculty was very open-minded and did their best to make good recommendations to the Regent's Committee.

Regent Seastrand moved approval of the committee report. Dr. Kirkpatrick seconded. Motion carried.

2. Approved Decision by Board Regarding Completion of the Search for the Appointment of CCSN President - After receiving the report of CCSN Presidential Search Committee Chair Doug Seastrand, the Board discussed the completion of the search for the appointment of the CCSN President.

Dr. Kirkpatrick moved to consider, as a Full Board Dr. Spangler & Dr. Remington as the two candidates for the position of CCSN President. Regent Alden seconded.

Regent Seastrand stated that he thought it was important for the full board to meet the remaining two candidates and was very supportive of this process. Regent Rosenberg indicated that there was a process, and now the process was being broken. Regent Rosenberg stated there had been a recommendation from the search committee and if the process was going to this extreme what was the purpose of having the search committee in the first place, as this really worried him.

Motion carried. (Regent Rosenberg voted no. Regent Howard abstained.)

Regent Sisolak commended Chair Seastrand for keeping the search committee together during a very difficult and lengthy period of time.

3. Approved Review Questions and Candidate Interviews - Interview questions were reviewed and finalist candidates for the position of CCSN President were interviewed. (Interview Questions are on file in the Board Office)

Dr. Kirkpatrick asked if the questions were new, with the answer being some would be familiar and some were new. Dr. Derby reported she was disappointed to not see a question on diversity and wished to add one. Regent Seastrand stated that as a Board they were not limited to only these questions. He stated that he was content with the questions, but that he thought it was very appropriate to ask other questions as the Board saw fit. Regent Seastrand introduced Dr. Polonia from ACCT.

3. Approved Review Questions and Candidate Interviews - (continued)

Regent Alden moved to approve the interview questions with Regents being assigned to each question and that additional questions could be asked as the board saw fit. Regent Rosenberg seconded. Motion carried.

Interview questions were assigned to Regents.

Dr. Mary Spangler, President Los Angeles City College was interviewed.

1. Have been involved in community college education all of her professional career. For the last 10 years she has been a community college administrator for the biggest community college district in California. She understands many of the issues that CCSN is experiencing, and she has dealt with them in her current administration. She has been a faculty member for 25 years and has experience in curricular issues. Education within curricular issues helps to lead an institution into the next level of accomplishments. Her career has a broad based experience and has the opportunity to develop additional skills. She indicated she could bring this experience and her commitment forward to help CCSN become a national icon. Her experience would help in the areas CCSN is experiencing such as the

expanding economy and student body.

2. Her dissertation won a national award from the Council of Advancement and Board of Education. She also won a national award for her research in the philanthropy in Higher Education and the subject was the role of the President working with a Foundation Board. When she became a President she had the opportunity to hire an Executive Director. Have brought the endowment up from \$800,000 to approximately \$2 million. Along with the Executive Director they have worked hard to increase the endowment through external gifts, charitable trusts and alumni. Have a \$1 million endowment for the theater arts program as well as a scholarship program valued at a quarter million. When she became President the school was projected to have a \$6 million deficit within fiscal management. At this time Presidents were not held accountable for the deficit of the college. Within a couple of years this policy was changed abruptly, holding Presidents accountable for their college's fiscal management. Through careful management of resources they are ending with a \$150,000 profit. They increased their enrollment, more efficient in use of resources, restructured the administration, applied for and were successful in securing external grants. Do know that as a college president you cannot only look to a single operating budget as the only source of income. In addition to reducing cost you also have to invest and find ways to attract outside money. An example of fiscal management on her campus is the Byron Energy Project, which has provided air conditioning to the whole campus and is saving approximately 30% on the utility bills. Academic program planning includes a process that evaluates programs on a regular basis. This includes a viability review by the faculty. We also monitor what the

3. Approved Review Questions and Candidate Interviews - (Dr. Mary Spangler continued)

2. community wants and needs, which has enabled us to reopen a nursing program that was closed 16 years ago. The faculty and the community were very unhappy about the program closure, thus this was an area that needed to be revisited. Through the help of the City Council, local hospitals, Kaiser, and the Board of Registered Nurses, they have proved why this program needs to be reopened, to help with the education of nurses to stay within the community. Have been successful in Board relations. Two years prior she took a proactive, unique, high profile, stimulating project to the Board. They are an urban community college that has a lot of concrete. There are not a lot of places to golf. We had a developer that was interested in leasing 3 acres of land. She had to spend some time with the individual board members to make them understand why they would want to build a golf course on college property. The Board did support her and they are ready to start construction as well as the dedication in just a couple of weeks.

3. The best challenge of the internal presidency was actually becoming the President. The college was in a very fiscal stressful situation, within accreditation and academically was not doing well. The college was on a brink of a no-confidence vote for the President. The Chancellor asked her to step in, which was a very hard decision since she supported the current President. She did feel this was an opportunity because she felt she could provide the leadership that the college needed. The institution was healed; the conflict was brought to a resolution. She brought consensus and focused the institution on what needed to be done as well as the challenges that were in the future. She has worked hard as an external president. She works hard within the community, is on the Hollywood Chamber of Commerce and has been appointed to several national committees.

4. She is personable, approachable, consensus builder, listener, fair, motivational, focuses on what is best for the students and the institution. Shared governance is a collaborative effort. Her management style is team orientated and believes not only one-person has all the ideas. The responsibility of the leader is to hear everyone and make the final call once the information is gathered and then be held accountable for the decision made. One of the challenges of consensus management is the ability to have the time and patience to listen to everyone. Must find ways to make everyone feel they have been listened to or have had the opportunity to be listened to. Regent Gallagher asked if she would have a problem representing her institution, but still be a team player. Dr. Spangler answered that this was the delicate balance that she lived with daily. There are nine community colleges working for the Chancellor, but all have

to advocate for their own institutions. They give their best advice to the Chancellor and once the Chancellor makes the decision that is the decision they go by.

3. Approved Review Questions and Candidate Interviews - (Dr. Mary Spangler continued)

5. Shared governance is a management tool that is best for the institution. When you are within a professional context, and have a lot of groups that think they have ownership of a program, they should all be able to express their views. Likes to have an advisory cabinet to find out the best issues that everyone wants to hear. When the time comes for decisions to be made, you want the people involved to have the consensus that they have been heard. Regent Seastrand asked if she could make the decisions that were not popular, with Dr. Spangler indicating that she could and was willing to make the tough decisions. The best illustration is that she took a campus that was in chaos, and has turned the institution around. People need to know why the decisions are being made. If they know this they have an easier time accepting the tough decision.

6. Management team consists of 56% female, 46% are minorities, and 20% of those are African American. In the last 7 ½ years have hired 1/3 of the faculty. There have been a large number of hires in the last 18 months; 14 of those hired were minorities, 13 were women. Of the last 19 hired half of those are minorities. Diversity brings a lot to the learning process. In terms of diversity you must include the economically disadvantaged. Have been asked to write nationally on strategies on diversity because of what she has done in her present position. Have to work at making everyone feel comfortable once they are on the campus. This has to be an ongoing commitment. There is a responsibility to mentor and put them in positions where they can be successful.

Regent Hill asked what she saw as the biggest challenge facing CCSN. She indicated that she would identify three areas including: enrollment management, student services & partnerships. All of these areas require a good research base and this starts with making the tough decisions. Regent Wiesner asked for some clarification on the golf project, with Dr. Spangler reported that they put 3 ½ acres of unused property to bid to find out how people would develop the property. So the developer chosen and the school joined in a lease, to build a golf ranch. At the end of the 25-year lease everything will revert back to the school. The developer is also fielding two golf teams.

Dr. Spangler thanked the Board for asking her back as she saw this as an honor. She indicated that she was also strongly encouraged to return because of the faculty vote on the advisory committee. In addition she felt the college was in a strong place right now and believes her experience and skills could bring them national prominence.

The meeting recessed at 10:30 am and reconvened at 10:35 am.

3. Approved Review Questions and Candidate Interviews - (continued)

Dr. Ron Remington, President Great Basin College was interviewed.

1. Background includes a bachelors, master and doctorate in psychology. Have taught at several places, served at UNR, been an administrator at WNCC, TMCC as a faculty member and administrator and 12 years as the GBC President. When he arrived at GBC he had several things to accomplish, including much of rural Nevada was not providing access to educational opportunities. Through the help of the board, have been able to secure support to develop baccalaureate program. In addition to serving in these capacities, have been active in the Mountain States Association of Community Colleges and has served as President of this organization. For the past 5 ½ years have also been a commissioner for accreditation. This is an important role as he serves as Chair of evaluation teams looking at different colleges. In doing so, have been able to see those practices that are effective and those that are not. This experience has also allowed him to interact with individuals and the ability to network. These are some of the high points in his background, which are features that would help provide leadership for CCSN and it is also

important to note he has been in Nevada for 28 years. He knows the legislators, spent time in Reno, Carson City and Las Vegas and knows the system of Higher Education and the governance.

2. GBC has traditionally had clean audits within fiscal management. Prior to his arrival at GBC, there were problems with appropriate pay for the faculty members. Worked hard to bring equity to the faculty within a period of three years. During this period also showed growth within enrollment. In terms of academic program planning, it is not an easy matter to pull together specialized programs. GBC has an intense 48-week associate program in place at the request of the mining companies. This program received a recent award in terms of how it relates to industry/business from the Department of Agriculture and the Department of Education. Have also created a Bachelor of Arts in Elementary Education, in partnership with the local school district and all aspects of the college. Have also developed a Bachelor of Applied Science, which is unique to Nevada and is one of a few in the country. GBC is a small college, with an interdisciplinary approach to the bachelor programs. Believes he has done well in respect to Board relations as this is essential to move your respective college forward. Without good relations and the ability to interact with Board members, many things could not be done. This does not only require the cooperation of the Board members, but the support of colleagues as well. Yesterday at GBC, the generosity of the Reynolds Foundation was acknowledged. Through this support, we developed a beautiful campus. This small college has raised in excess of \$20 million in the last 10 years. In the small town of Ely, GBC has raised \$1 million in less than one year.

3. Approved Review Questions and Candidate Interviews - (Dr. Ron Remington continued)

3. It is important to have success both internally and externally. Success internally can be described as my experience of taking presidential leave last fall. Many times there will be internal struggling and strife, but GBC has developed a team and a rapport with faculty and staff on the campus, which in turn allowed him to take 3 months of presidential leave and feel comfortable about it. He knew that his philosophy of leadership would hold steady while he was gone. As an external President he represents his institution and Nevada by serving as a commissioner on accreditation. He believes he has good respect in the community and believes his joint award speaks to that.

4. Believe students, faculty and staff at my school would say there is easy access to him. It is important to be fair and consistent. Management philosophy is that we should embrace fairness and consistency. We should not judge at best, nor at worst and should coax the best from all people. Must challenge people, and need to develop ways to get their best from them. Best way to do this is to agree upon a shared vision and goals and celebrate progress towards those goals. He recognizes he has been accused of being too nice. He likes to be nice and supportive. Believes best things come from a positive supportive environment where people do not fear failure. Need to be a better listener, more accessible to people and need to have thicker skin.

5. Believe in shared governance and shared responsibility. It is important that all aspects of the college environment come together. GBC has an Administrative Council who discusses items and makes decisions together. The decisions are made as a team, thus the responsibility lies with all involved. Responsibility is shared. It is fun leading the college in developing a shared vision. Regent Seastrand asked if Dr. Remington could make the tough, unpopular decisions? Dr. Remington stated that everyone must make the tough decision from time to time. Sometimes the timeline is so short that there is not time to consult anyone else. The students, faculty, staff and administrators need to develop trust in one another. Need to have everyone understand that he will make decision that will be the best for the institution when there is no time for consultation.

6. Diversity is something that GBC has struggled with. The service area is not as diverse as Southern Nevada. Have looked at changes in enrollment, which include a 233% increase in African Americans, 70% increase in Native American attendance. At the May commencement ceremony, not only are more people attending, but also more are graduating and obtaining their certificates and degrees. GBC has put diverse faculty members in front of the class.

Have made inroads into the Hispanic and Native American populations as well as the African American population. It is the goal of GBC to have more diverse faculty members in front of the classroom that can inspire those students.

3. Approved Review Questions and Candidate Interviews - (Dr. Ron Remington continued)

Regent Hill asked Dr. Remington what he saw as CCSN biggest challenges ahead? Dr. Remington indicated that he saw several challenges. One is that there is an administrative team designated as interim. It is going to be important to consult with administrators and faculty leadership to develop an organization and put into place permanent personnel. The Northwest report also shows several things that need to be attended too such as student advisement, related instruction in certificate programs, measurement of student outcomes and successes and institutional effectiveness. All of these factors can be worked on early, by meeting with the leadership and agreeing upon goals and practices to get started.

Dr. Kirkpatrick asked how he would make the transition between GBC and CCSN? Dr. Remington stated that why he went into his background was to provide the idea that he had not been in Elko all his life. He has experience at many schools of comparable size. The real challenge will be in improving the communication network.

Dr. Remington stated he thought CCSN had tremendous potential and he thought national prominence was a possibility. He thanked the Board for their time.

4. Failed Closed Session - In compliance with NRS 241.030, a motion for a closed session was made for purposes of discussion of the character, alleged misconduct, professional competence, or physical or mental health of the applicants for the position of CCSN President.

Regent Alden recommended that the Board not go into closed session and requested to move to item #5. Regent Rosenberg agreed. General Counsel Ray indicated that the Board would have to take care of item #4 first, and if there were no motion to move into a closed session then the Board would proceed to item #5.

Regent Gallagher moved approval of moving to a closed session. Regent Derby seconded.

Dr. Kirkpatrick stated there had been so much criticism on this search and that he would like to see the Board stay in open session for this decision. He indicated there were two outstanding candidates that CCSN could not go wrong with.

The motion failed via a roll call vote. (Regents Alden, Derby, Dondero, Howard, Kirkpatrick, Rosenberg, Seastrand, Sisolak & Wiesner voted no. Regents Gallagher & Hill voted yes.)

Counsel Ray reported that item #4 was to discuss the qualifications of the candidates and item #5 was intended to make arguments for particular candidates. These two items could be discussed at one time in item #5.

5. Approved Selection of President for CCSN - The Regents discussed and took action regarding their selection for the position of CCSN President.

Regent Alden stated that there were two outstanding candidates, but at this point in time there needed to be someone in this presidency that knows and understands the system.

Regent Alden moved to recommend Dr. Ron Remington as CCSN President. Regent Sisolak seconded.

Regent Gallagher stated that there were two excellent candidates, but that the Board needed to look at what was best for the institution. Regent Gallagher asked that the Board not vote against Dr. Remington because they thought

he was a pushover. She reported that she had worked with him for 12 years, and during that time she saw him listen to people and work with them. But that when it came right down to it, he would make the tough decisions that need to be made. Regent Rosenberg agreed that there were two excellent candidates; Dr. Remington brings what the Board knows, Dr. Spangler brings new ideas and that could be considered a risk, but by the same token might be something that will propel CCSN to the next level. Regent Seastrand agreed with Regent Rosenberg and reported that it had been an interesting experience. Regent Seastrand pointed out that the faculty recommendation was Dr. Spangler. The two candidates have stayed with the search and thus a bad decision cannot be made today. Regent Seastrand pointed out that whoever was chosen today, he knew they would be supported wholeheartedly by the faculty and staff of CCSN. Dr. Derby stated that it comes down to two issues for her; one is that Dr. Remington is a safe choice; two, Dr. Spangler has a track record and bring CCSN to national prominence. What she had been able to do is remarkable and would love to see this for CCSN. Regent Sisolak echoed several of the comments, because they were both two excellent candidates. The area that he was finding a difference in was that he had been contacted by numerous legislators in reference to Dr. Remington. He would like to see someone come in and get right down to work. Dr. Remington has the relationships that are needed to get the work done. Regent Rosenberg stated that he had talked with Dr. Spangler's current Chancellor and that she had been extremely successful in Sacramento with her legislators. Regent Howard agreed with the comments made today. She stated that Dr. Remington was a good president, but that Dr. Spangler had already dealt with tough times and that she had the experience. Regent Wiesner reminded the Board that there would not be a perfect fit, but if you were going to talk about any fit at all, Dr. Remington would be as close to that fit as anyone.

Motion carries via a roll call vote. (Regents Alden, Dondero, Gallagher, Kirkpatrick, Sisolak & Wiesner voted yes. Regents Derby, Howard, Rosenberg & Seastrand voted no. Regent Hill abstained.)

The meeting recessed at 11:40 am and reconvened at 12:00 pm.

6. Approved Presentation of Terms and Conditions - Chancellor Jane Nichols presented the terms and conditions of the appointment of Dr. Remington as President of CCSN.

Dr. Nichols recommended a salary commencing July 1, 2001 of \$160,000, that he be granted tenure at the institution as a faculty member, that he be hired in a 3-year contract and all other presidential perquisites are to be granted.

Regent Seastrand moved approval of the terms and conditions of contract. Regent Gallagher seconded.

Regent Sisolak asked what the presidential perquisites would include, with Dr. Nichols reminding the board that there was an item on the upcoming board agenda referencing presidential perquisites. She reported that he would be afforded a \$6,000 car allowance and if any additional items were added at the future board meeting then it would be added to his contract.

Motion carried. (Regent Howard voted no. Regents Hill & Wiesner were absent.)

7. Public Comment - Regent Seastrand stated he was thrilled the search for the CCSN president was complete and he congratulated the new president.

8. New Business - Dr. Kirkpatrick asked for an emergency item to appoint Mr. Stan Aiazzi as Interim President of GBC if he would accept. Dr. Nichols reported that along with Chair Dondero they would be traveling to GBC to hold interviews with students, faculty, staff and administrators and they would take into consideration the recommendation. Regent Sisolak thanked Mr. Meyers for his efforts and time as Interim President of CCSN.

The meeting adjourned at 12:10 pm.

Suzanne Ernst

Chief Administrative Officer to the Board