

# NSHE BOARD OF REGENTS

## COMMITTEE CONSOLIDATION PROPOSAL

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This proposal is brought forward for discussion and consideration by the Board of Regents as a result of conversations and trends occurring within the Nevada System of Higher Education about the necessity to examine all possible avenues of efficiency and cost savings. Are there ways that higher education and its governing structure can accomplish its core mission with fewer costs, including time and salaries, without sacrificing excellence?

An important part of this process is to consider combining the duties of some of the eight standing committees and one long term non-standing (technology) committee of the Board. In addition to the Regents' time, each committee meeting requires considerable time and attention of all eight institutional presidents and their staff, system administration staff, and Board staff. This proposal would reduce the number of committees to six. Four of the six standing committees could then meet at the same place and on the same date as the regularly scheduled Board of Regents meeting. Two standing committees, one to be determined as appropriate at a later time and the Health Science System Committee will meet off-cycle. Considerable time, cost, and required staff time will be saved under this plan.

This proposal identifies the six retained committees as: Audit; Budget and Finance; Investment; Student and Academic Affairs; Cultural Diversity and Security; and Health Sciences. These six committees have charges minimally required for the functioning of the System. The three committees dissolved would be Board Development Committee, Research and Economic Development and the ad hoc Technology Committee. The duties of the Board Development Committee would fall to the Chair and Vice Chair of the Board, in concert with the full Board. Nothing in this proposal is intended to impact the Appeals Committee for the Millennium Scholarship (which of course, would remain as required under statute). The research-related charge of the Research and Economic Development Committee would fall to the Student and Academic Affairs Committee, to be renamed the Academic, Research and Student Affairs Committee (ARSA). The security portion of the charge of the Cultural Diversity and Security Committee (renamed the Cultural Diversity Committee) would move to the Budget and Finance Committee, to be named the Business and Finance Committee. In addition, economic development and technology would fall to the Business and Finance Committee, and certain property planning matters would fall to the Investment Committee, to be renamed Investment and Facilities Committee.

It is recommended that each committee have a chair and vice chair as currently specified in the Board By-Laws. It is also recommended that committee membership be generally expanded to six Regents, with all Regents meeting on one of two committees on Thursday morning of Board meetings. Only the Chair would not serve on a committee. A few of the advantages and disadvantages are outlined below.

### Advantages

- The deliberations of the Board and more of its committees would be more accessible to the public and the faculty, staff, and students of NSHE. All too often, off-cycle Board committee meetings cannot be attended by all who are impacted by the decisions considered, particularly campus Presidents.

- Costs for Regent, System Administration and institutional personnel travel expenses and per diem would be saved, as well as substantial meeting-related expenses would be averted.
- Less Regent and NSHE staff time and meeting preparation would be required, at the institutional level, the system level, and the Board staff level.
- If essential for a time-limited, critical issue, the Board Chair may appoint members of a special committee.
- Attention to board functioning, security, research, economic development, and technology would occur within a broader context. Not only could this properly reflect their place in System governance, but it would reduce overlap that we have seen creep into the committee structure as we see more and more items appearing on multiple agendas, thereby creating even more inefficiency.
- Each Regent would have a more reasonable workload and would be able to concentrate oversight on fewer committees.
- The public perception would be that the Board of Regents is managing limited resources at an optimal level, while still providing appropriate oversight.

### Disadvantages

- The same level of special attention to board functioning, security, research, economic development, and technology may not occur. Due to the additional duties assigned to the remaining six standing committees, the standing committees may not be able to provide the same level of special attention to each issue before the Committees.
- With six standing committees, each Regent would have the opportunity to serve on two or three committees. It is anticipated that the role of the Vice Chair of each Committee would be more essential to the management of the Committee and would add six additional leadership roles.
- It is recognized that ad hoc Committees will need to be appointed to undertake President searches and evaluations, Chancellor searches, and other special matters that arise requiring special attention. In addition, two of the standing committees will still meet off-cycle.

### Effective Date

An effective date of **July 1, 2009**, is recommended for the implementation of the consolidated committee structure so as to avoid unnecessary disruption in the middle of current committee appointments.

**POLICY PROPOSAL**  
**TITLE 1, ARTICLE VI**  
Committees of the Board

Additions appear in *boldface italics*; deletions are [~~stricken~~ and bracketed]

**Section 1. Authority**

To facilitate consideration of the business and management of the University, standing and special committees shall be established as provided herein. Unless otherwise specifically delegated and except as otherwise provided herein, authority to act on all matters is reserved to the Board, and the duty of each committee shall be only to consider and make recommendations to the Board upon matters referred to it.

**Section 2. Appointment**

Except as specifically provided otherwise in Section 3 below, the appointment and composition of standing committees and the powers of their members are set forth in this section. The members of a standing committee, its chairman and vice-chairman shall be appointed by the Chairman of the Board from among the members of the Board. A standing committee shall consist of no fewer than three and no more than six persons, except for the Investment Committee which shall consist of no fewer than four and no more than six persons. Notwithstanding the composition of a standing committee as noted herein, the Board from time to time may elect to make any of its standing committees a committee of the whole. Upon the recommendation of a standing committee, the Board may additionally appoint a public member to the standing committee. The public member shall be advisory to the standing committee and shall have no vote. The Chairman of the Board may be eligible as a member of the standing committee, but may not serve as its chairman. The members of the standing committee shall serve terms of one year or until the first organizational meeting of the Board following the committee member's appointment.

**Section 3. Standing Committees and their Duties**

The following shall be the standing committees of the Board and their duties:

- a. The Audit Committee shall:
  1. Review and evaluate internal audit reports and follow-up reports;
  2. Recommend to the Board independent certified public accountants to audit the financial books and records of the NSHE and review and evaluate the reports of such independent certified public accountants;
  3. Formulate and make recommendations to the Board policies necessary for the enforcement of sound accounting and auditing practices;
  4. Evaluate and make recommendations on internal controls; and
  5. Make such recommendations, as it deems necessary for the correction of deficiencies in management practices discovered by audit reports.

~~[b. The Board Development Committee will review matters related to providing assistance to Regents in carrying out their duties. The Committee shall:~~

- ~~1. Plan and implement an orientation program for new Regents;~~
- ~~2. Plan and implement a yearly workshop/retreat for the Board of Regents; and~~
- ~~3. Support and provide opportunities and activities for Board education and development, including national and regional meetings and in-house educational programs and activities.~~

e]b. The ~~[Budget]~~ **Business** and Finance Committee shall:

1. Review and recommend to the Board the operating budget requests and work programs for the NSHE, with the primary objective of affirming the connections between the NSHE Master Plan and System-wide priorities, budget requests, and funding allocations;
2. ~~[Review and recommend to the Board the NSHE capital improvement priority lists, with the primary objective of affirming the connections between the requests and the institutional facilities master plans;~~
- 3]. Review and recommend to the Board the self-supporting budgets and work programs for the NSHE;
- [4]3. Make recommendations to the Board for the financing of the activities of the NSHE and the expenditure or use of NSHE financial resources;
- [5]4. Review institutional and System proposals that create added fiscal requirements and/or alter established planning directions;
- [6. Review and recommend to the Board institutional facilities master plans;
7. Review and recommend to the Board a System space utilization model and periodically review institutional and System-wide space utilization data;
- 8]5. Oversee System direction of, or participation in, studies of funding mechanisms and approaches for public higher education in Nevada;
- [9. Review the development of performance indicators for the NSHE and its institutions that can be used to improve future performance, enhance quality and support budget requests;
- 10]6. Review and make recommendations on NSHE risk management, ~~[and]~~ insurance programs, *and safety and security measures*; ~~[and]~~
- [11]7. Jointly with the Academic, Research and Student Affairs Committee, consider and recommend to the Board policies concerning NSHE enrollment management plans, tuition and fees and the development of a student financial aid system for the NSHE that promotes access to public higher education for all Nevadans[-];
8. *Provide guidance and strategies, and recommend policies to support economic and workforce development efforts within the NSHE;*
9. *Facilitate dialogue between the NSHE, business and industry, state and federal governmental representatives, System and institutional foundations, and economic development stakeholders throughout Nevada in determining economic development needs, related issues, and funding appropriations; and*
10. *Monitor the technology needs and systems of the NSHE to ensure optimal use of resources for integrated system-wide information systems and other proper strategic uses of technology within the NSHE.*

[d]c. The ~~[Student and Academic Affairs]~~ **Academic, Research and Student Affairs** Committee shall:

1. Provide guidance in the development, review and recommendation of academic programs and degrees of the NSHE;
  2. Consider and recommend to the Board policies concerning academic master plans;
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3. Consider and recommend to the Board policies and practices concerning articulation and the transfer of students between and among the member institutions;
4. Consider and recommend to the Board policies relating to admission requirements, student services, academic standards, grading practices and requirements for graduation;
5. **Consider and recommend to the Board policies that support and encourage research within NSHE institutions;**
- [5]6. Consider and recommend policies to the Board regarding implementation of distance education, telecommunicated education and applications of educational and information technology in support of teaching, learning, research and creative activities;
- [6]7. Oversee and review campus management of faculty workload to assure equity, efficiency and effectiveness in the disposition of faculty effort;
- [7]8. Facilitate the development, review, and implementation of policies to the Board relevant to the learning climate, working climate, and support mechanisms for faculty, staff, and students;
- [8]9. Review and make recommendations concerning campus plans for the provision of child care and disability services; **and**
- [9]10. Jointly with the Budget and Finance Committee, consider and recommend to the Board policies concerning NSHE enrollment management plans, tuition and fees and the development of a student financial aid system for the NSHE that promotes access to public higher education for all Nevadans.

[e]d. The Cultural Diversity [~~and Security~~] Committee shall study issues and recommend policies to the Board in an effort to promote cultural and ethnic diversity throughout the System in order to ensure access and equity for all students~~[-, and to maintain a safe and secure environment in which students, faculty and staff may live and work]~~. The Committee shall:

1. Review and examine issues, information, and activities that promote diversity among the students, staff and faculty of the System;
2. Examine information and indicators of student access and equity;
3. Make recommendations to the Board intended to create, enhance, promote, and support an educational environment that welcomes all cultural and ethnic minorities; **and**
4. Take actions appropriate to increase awareness, visibility, and emphasis of campus diversity programs[;];
- ~~5. Review policies and procedures concerning campus safety and homeland security issues; and~~
- ~~6. Make recommendations to the Board intended to provide a secure environment for students, faculty, staff and the public]~~.

[f]e. The Investment **and Facilities** Committee shall:

1. Formulate and recommend to the Board appropriate investment policies to govern the investment program of the NSHE;
2. Review and evaluate reports from the investment managers of the NSHE concerning investment and reinvestment transactions within the limits of the investment policies approved by the Board;
3. Make such recommendations deemed appropriate concerning investment and reinvestment transactions consistent with the investment policies approved by the Board and with agreements, if any, with the investment managers of the NSHE;
4. Review institutional requests to purchase or dispose of NSHE property;

5. Review all institutional requests to enter into property lease agreements of four years or longer;
6. Review any requests to lease NSHE property to an outside agency or private entity;
7. Review all institutional requests to enter into lease agreements for amounts greater than \$400,000;
8. Review the land acquisitions and disposal portions of all institutional master plans;
9. Review all institutional requests for easements on NSHE property; ~~[and]~~
10. Review annual update of all NSHE property holdings and long-term leases[-];
- 11. Review and recommend to the Board the NSHE capital improvement priority lists, with the primary objective of affirming the connections between the requests and the institutional facilities master plans;**
- 12. Review and recommend to the Board institutional facilities master plans; and**
- 13. Review and recommend to the Board a System space utilization model and periodically review institutional and System-wide space utilization data.**

~~[g. The Research and Economic Development Committee will review matters related to research and economic development as it pertains to the Nevada System of Higher Education. Specifically, the Committee shall meet at least quarterly to:~~

- ~~1. Provide guidance and strategies, and recommend policies to support thriving research and economic development within the NSHE;~~
- ~~2. Consider and recommend to the Board policies concerning graduate students involved in research at institutions of the NSHE;~~
- ~~3. Facilitate the development, review, and implementation within the NSHE of research initiatives that are statewide or inter-institutional in nature, including applied research and development, university industry technology transfer, and technology-based economic development and diversity, and recommend policies and budget requests concerning the same to the Board;~~
- ~~4. Report annually to the Board on the use of Applied Research Initiative (ARI) dollars within the NSHE, including the successes, challenges, and appropriate statistics on the initiative;~~
- ~~5. Facilitate dialogue between the NSHE, business and industry, state and federal governmental representatives, System and institutional foundations, and economic development/diversity stakeholders throughout Nevada in determining research and economic development needs, related issues, and funding appropriations;~~
- ~~6. Review and make recommendations on workforce development efforts by NSHE institutions, including the on-going effort by the state college and community colleges to develop instructional programs and industrial certifications that meet the specific highly technical workforce demands of Nevada's growing economy; and~~
- ~~7. Review annually the Management Assistance Partnership (MAP) activities and budget, including its successes, challenges, and appropriate statistics and recommend policies and budget requests for the same to the Board.]~~

~~[h]f. The Health Sciences System Committee shall promote quality education, research, patient care and community health across health care disciplines, driven by access, quality, value and the needs of the people of the State of Nevada.~~

#### **Section 4. Special Committees**

Special committees, with specific ad hoc purposes and fixed terms of one year or less, may be appointed from time to time as deemed necessary by the Board. The Chairman of the Board shall appoint the members of a special committee and its chairman. The Chairman of the Board may

participate as a member of a special committee, unless it consists of only one member, but may not serve as its chairman.

**Section 5. Committee Staff Support**

Each standing or special committee may establish such staff support to aid the committee in its work as may be deemed necessary and practical.

**Section 6. Temporary Committee Appointments**

In the event that members of a standing or special committee are absent at the time of its meeting, and if there are other members of the Board of Regents available at the time, the Chairman of the committee may make a sufficient number of ad hoc appointments from available members of the Board of Regents to make up the committee membership. The ad hoc members shall serve only for the duration of the meeting for which they were appointed.