

# UCCSN Board of Regents' Meeting Minutes July 15-16, 1993

7-15-1993

Pages 112-116

## BOARD OF REGENTS

### UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA

July 15, 1993

The Board of Regents met on July 15, 1993 in the Conference Room,  
System Administration Office, 2601 Enterprise Road, Reno for a  
special meeting.

Members present: Dr. James Eardley, Chairman

Mrs. Shelley Berkley

Dr. Jill Derby

Mr. Joseph M. Foley

Mrs. Dorothy S. Gallagher

Mr. Madison Graves, II

Dr. Lonnie Hammargren

Mr. Daniel J. Klaich

Mrs. Nancy Price

Mrs. Carolyn M. Sparks

Members absent: Mrs. June F. Whitley

Others present: Interim Chancellor John A. Richardson

President Joseph Crowley, UNR

President John Gwaltney, TMCC

President Paul Meacham, CCSN

Dr. Bill Bonaudi, NNCC

Mr. Bill Davies, WNCC

Mr. Dale Schulke, DRI

Mr. Ron Sparks, Vice Chairman

Mrs. Karen Steinberg, Acting Vice Chancellor

Mr. Donald Klasic, General Counsel

Ms. Mary Lou Moser, Secretary

Also present were Faculty Senate Chairmen Alan Balboni (CCSN),  
Chris Gaub (Unit), Dan Mc Clure (TMCC), Mark Melrose (WNCC), and  
John Swetnam (UNLV).

Chairman Eardley called the special meeting of the Board of Regents to order at 1:00 P.M. on July 15, 1993 with all Regents present except Mrs. Whitley and Mrs. Gallagher.

## 1. Discussion of Role of Chancellor

Chairman Eardley asked each Regent to list qualities for the role of a Chancellor. Mrs. Price stated she felt it was necessary to know and understand the role of the Board of Regents as well, and expressed a desire for that process to be conducted simultaneously. In addition, she felt the Internal Auditors and the Secretary of the Board should report directly to the Board.

Dr. Derby stated that the Chancellor should be the educational leader and CEO of the System, and be the professional arm of the Board and provide expertise and guidance. As a team builder the Chancellor should work with the Regents, institutions, outside constituencies, and be the key to communication within the System. The Chancellor should provide the educational vision and be a respected spokesman for the System. He/she must exercise leadership in working with staff to see that internal operations run smoothly. He/she must be a creative thinker.

Mr. Klaich added that he/she must be able to relate well with outside constituencies. He disagreed with the term

"CEO" in that it denotes a business model and does not reflect the way the System operates. Mr. Klaich stated the Chancellor has to be an extension of the Board, but also must lead the Presidents by persuasion, stature and respect. Mrs. Sparks added that this position must not be an "office manager type", but a CEO to the System staff, an executive leader, a community liaison, and have a strong academic background in order to move in the educational environment. Mr. Klaich added that while the Board would be recruiting for a person for Nevada, there are ramifications beyond Nevada to be considered.

Mr. Graves stated he liked the term "CEO"; that the Chancellor is the System leader. He stated he did agree with the Organizational Review (May 1993 - on file in the Regents' Office) and referred to pages 5 and 6 of that report which lists the thoughts of those interviewed for that study.

Mr. Graves stated he felt strongly the position requires previous system experience in order to bring in new ideas. He acknowledged that a drawback to choosing a person from outside the State would be in not knowing the State of Nevada. He agreed that the person needs a Ph. D.; and, he did agree with the organizational chart as presented.

Mr. Foley cautioned that no one should expect the educational system to be the same once the State and nation recover from the current economic recession. He added that the people are looking through traditions and at saving taxpayer dollars. He related that the Presidents are articulate and creative and the Board and Chancellor's office have been standing in the way of all process; that they should respond to ideas which are presented. He continued that the Chief Administrative Officer must not be frightened of new ideas and faculty traditions; he/she does not have to be an academician, but must be a community and state political leader. He added that choosing the next Chancellor will be the most important task the Board has and it must be done carefully.

Mrs. Berkley stated this selection would be a legacy from this Board for the System to move into the 21st century.

The Chancellor must be an educational leader in a political environment; must be sensitive to individual institutions' needs at the same time realizing this is a System; must be an experienced academician; and that the person must come from outside the State in order to show Nevada's academic credibility to that outside world.

Interim Chancellor Richardson asked to clear some of the misunderstandings of the Organizational Review. He and Mr. Doug Burris, Director of Community College Affairs, were asked by the Board to conduct a review and interview Regents, Presidents and top Officers on the Chancellor's staff and to apprise the Board of how the System should move forward. The Organizational Review (May 1993) is a compilation of those interviews. They also were asked to report publicly so that other groups could react. During the study, they reviewed former governance studies and the UCCSN Code, as well as other documents.

The current UCCSN Code 1.4.2 states that the Chancellor is the CEO of the System; when a vacancy exists the Board is to seek the best professional leader as the CEO of the System; and the President is the Chief Administrative Officer of the institution, reports to the Chancellor, and is accountable to the Chancellor and to the Board.

Interim Chancellor Richardson stated that he, personally, believes personal qualities are the important factor when hiring a person, and more so than minimal qualifications. He urged the Board to assess the current System, determine the direction it should take, and hire that that situation.

Mr. Burris agreed, adding that this System is unique in that all public higher education in the State is governed by one Board. He suggested that the Chancellor should be knowledgeable in both Community Colleges and Universities in order not to lose any of the progress that has been made.

Mrs. Gallagher entered the meeting.

Mrs. Berkley indicated she would like the Chancellor to communicate with individual Board members to provide background information to them on the pros and cons of issues and the short- and long- term ramifications of issues.

Mrs. Price stated she felt the Chancellor should live in the Las Vegas area, but that the Chancellor's office should remain in Reno. Dr. Derby disagreed and felt the Chancellor needs to be with his/her staff, although she did agree there needed to be more of a presence in the South.

Mr. Klaich commented that there is a communication issue to consider and he would appreciate having the Chancellor ask Board members for their opinions on issues.

Mrs. Gallagher stated she felt a change was needed, that the new Chancellor should not bring "System baggage", but that the person should be an educational visionary. She reminded the Board that communication is a two-way experience, and if members did not feel they had enough information, they should be calling the Chancellor or staff. She added that the Chancellor should have an academic background and be a "people person", and be able to listen, look at the facts, make a decision and move on to the next item. She cautioned that the Board must support the Chancellor in his/her decisions.

Chairman Eardley asked that Interim Chancellor Richardson and Secretary Moser prepare a list of qualifications based upon this discussion and submit it for Board consideration by the September meeting. After that is finalized by the Board, the Search Committee will begin its deliberations.

UNLV Faculty Senate Chairman John Swetnam stated he objected to two areas of the Organizational Report and he felt:

- 1) Board members are elected from an area and are not Statewide Regents, and 2) that Board members should not have to advise the Chancellor when lobbied by special interest groups.

Mrs. Gallagher explained that although



Regents are elected by area, once elected, they are State-wide Regents. Dr. Derby also explained that it is necessary to keep the Chancellor informed.

WNCC Faculty Senate Chairman Mark Melrose suggested the following for consideration: 1) the term "earned doctorate" in space of a specific degree; 2) Community College experience is desirable; and 3) the person should tolerate and encourage diversity within the System.

President Gwaltney questioned whether the recommendations contained in the Organizational Review might be implemented in stages.

President Crowley stressed that the personal qualifications are very important, and hoped the Board would look for someone who will fit into the System. Mr. Bill Davies, WNCC, agreed, and added that the person should be able to build a positive relationship with the Presidents, and should believe in "process". Dr. Bonaudi, NNCC, offered that the person should have a positive attitude toward teaching, and should be someone who doesn't have all the answers.

## 2. Upheld the Findings and Sanctions Imposed on Employee Appeal

Under Section 6.14.2 of the UCCSN Code, Robert Norris, a University of Nevada, Reno employee, had appealed a decision of President Joseph Crowley to terminate Mr. Norris' employment for cause after a hearing held in accordance with the procedures of Chapter 6 of the UCCSN Code. The Board was advised that upon consideration of the appeal, they could: (1) dismiss the charges made against Mr. Norris; (2) affirm the charges; (3) impose a lesser sanction on him; or (4) order a new hearing.

Upon motion by Mr. Klaich, seconded by Mrs. Sparks, the Board moved to a closed session for the purposes of discussion of the character, alleged misconduct, professional competence or physical or mental health of an employee(s) of the UCCSN and/or private persons. Mr. Foley and Dr. Hammargren voted no. Motion carried.

The Board recessed the meeting at 3:05 P.M. for a closed session, and reconvened at 5:03 P.M. with Regents Berkley, Derby, Eardley, Gallagher, Klaich, Price and Sparks present. Also present were Interim Chancellor Richardson, General Counsel Klasic, Assistant General Counsel David Hintzman, President Joseph Crowley, Mr.

Robert Norris, Mr. Paul Schofield and Secretary Moser.

Mrs. Gallagher moved that the Board of Regents affirm the findings of the Hearing Officer and the sanctions that have been imposed on Mr. Robert Norris. Dr. Derby seconded.

Motion carried. Mrs. Price voted no.

The meeting adjourned at 5:07 P.M.

Mary Lou Moser

Secretary of the Board

07-15-1993